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PROPOSED IMPROVEMENT
OF
GREENWICH STREET.

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EXPOSITION
OF THE
PROPOSED IMPROVEMENT
OF
GREENWICH STREET,
AND
A GENERAL REVIEW OF THE POLICY,
AND
PUBLIC IMPROVEMENTS IN OTHER CITIES.
BY
D. M. THOMPSON.

PROVIDENCE, R. I.
1889.

3

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MEMORANDUM OF RECORD.

It is worthy of record that the improvement of Greenwich Street has been long cherished in the hearts of the people of Elmwood. They have waited these many years, alternating between hope and fear. The present movement, now gaining rapidly in public favor, was organized at a public meeting of citizens in Elmwood Hall, May 10, 1889. About seventy-five property owners and residents were present. Mr. John McAuslan was elected chairman, Mr. James Scott, secretary. A committee was appointed, composed as follows: Mr. ROBERT KNIGHT, *Chairman*, Mr. CHAS. SYDNEY SMITH, Mr. D. M. THOMPSON, Mr. JOSEPH C. JOHNSON, Mr. GILBERT A. PHILLIPS.

This committee was instructed to secure signatures to a petition to present to the City Council.

A second meeting was held at the same place, May 17; about one hundred and fifty persons present. The committee reported that they had secured the signatures of persons representing about sixty per cent of the abutting property on the street, with many others in the neighborhood and in various parts of the city. The general sentiment in favor of some improvement was earnestly expressed, accompanied with some doubt as to whether it would be possible to be accomplished without injury to or loss of the beautiful trees that had become so valuable a feature to the street. A general desire was expressed that plans should be secured. Subsequently, by authority of the citizens' committee, the writer was instructed to have the street surveyed and plans made. The work has been done in accordance therewith and under the advice and consent of the said committee.

The writer takes pleasure in acknowledging the valuable assistance received in the execution of this work and preparation of plans by Mr. Wm. O. Whipple, civil engineer, who made the survey of the street and the plats thereof; also Mr. Albert L. Bodwell, who, as draughtsman and artist, produced the perspective views which so beautifully illustrate the improvement.

The plans were presented at a public meeting in Greenwich Street Hall, Oct. 15, 1889, at which over eight hundred and fifty ladies and gentlemen were present. The approval of the plans was almost unanimous—a phenomenal indorsement. Fac-similes of the original plans, sufficient to illustrate the work, will be found herewith, together with such exposition of the subject as, in response to the request for information, has been deemed suitable for the occasion.

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PROVIDENCE, Nov. 1, 1889.

D. M. THOMPSON, Esq., *Providence*:

Dear Sir, — On account of the desire for a further elucidation of the subject of the proposed improvement of Greenwich Street, particularly among those who had not the privilege of listening to your able presentation at the public meeting, we respectfully invite you to prepare, for general distribution in printed form, such an exposition of the matter as in your judgment will best conduce to general enlightenment and intelligent and judicious action.

Very respectfully yours,

HERBERT W. LADD.
HENRY HOWARD.
C. H. GEORGE.
WILLIAM S. HAYWARD.
JOHN MCAUSLAN.
D. RUSSELL BROWN.
A. C. BARSTOW.

PROVIDENCE, R. I., Nov. 2, 1889.

Gov. HERBERT W. LADD,
EX-GOV. HENRY HOWARD,
HON. A. C. BARSTOW,
AND OTHERS:

Gentlemen, — I have the honor to acknowledge the receipt of your esteemed favor of the 1st inst., suggesting a further elucidation of the subject of the proposed improvements of Greenwich Street. In compliance with your request, which accords with many others which have been made verbally, I accept your invitation with pleasure, and will submit at an early day such a statement of the subject as the occasion seems to me to require.

I beg you to accept the assurance of my appreciation of the interest your letter evinces. Trusting that further acquaintance with the subject may increase this interest, I have the honor to remain,

Your obedient servant,

D. M. THOMPSON.

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FIRST DIVISION.

PROVIDENCE, R. I., Nov. 16, 1889.

GOV. HERBERT W. LADD,

EX-GOV. HENRY HOWARD,

HON. A. C. BARSTOW,

AND OTHERS :

Gentlemen, — In the performance of the duty which the acceptance of your invitation of the 1st inst. imposed, I have endeavored to treat the matter with candor, deliberation, and a just recognition of the responsibilities. The limit of time to which I feel myself subject has not permitted the careful arrangement of thought which I would wish, but the statement of facts, conditions, and the principles involved represents the substance of my personal convictions as to the value of this work as a public improvement, and its probable influence for good to this city.

I have the honor to submit the matter for your consideration, as also to the people of this city, and remain,

Very respectfully, your obedient servant,

D. M. THOMPSON.

TO THE CITIZENS OF PROVIDENCE :

The subject of the "proposed improvement of Greenwich Street" has been under consideration by the people of Elmwood for several months. It has recently been presented to the public upon the basis of a definite plan. But important work is yet to be done. A more thorough and wider general knowledge of the subject is necessary.

The important subjects to be considered relate to the plan of the improvement; method of treatment; the expenditure involved; the probable distribution of assessment; the interests of property owners upon Greenwich Street; the owners of property on the side streets; to the tax-payers upon property throughout the city; to the Union Railroad Company and their patrons; to the business interests of Providence; and the interests of the people of this city, embracing all classes.

It is upon the broad ground of a great public advantage that I desire to present this proposed improvement, believing that the benefits to be derived from it will be far reaching in their effects, embracing the interests of all persons within our borders. It is to the principle and public spirit which this work involves that I desire to give due and earnest attention. If this principle shall come to be recognized, and a public spirit established in this community, then the improvement now proposed, as also all others that are right and proper, will follow as surely as the harvest follows the seed-time.

Greenwich Street is the main or central avenue of approach to the Roger Williams Park. It is the geographical centre or natural line of travel from the heart of the city into the western suburbs, and from thence on into the beautiful valley of the Pawtuxet, where large expenditures for public works have already been made, in the city of Providence water works, and by the State of Rhode Island for its State Prison, State Farm, reform schools, and other asylums.

The growth of manufacturing interests, the large investments of capital by private enterprise within this valley and in the suburbs of this city, close upon the line of this great thoroughfare of public travel, are such as to demand the most serious consideration of this subject by all citizens.

The earliest residents upon this street recognized the importance of this avenue to the future growth of this city. They built for themselves beautiful homes, made investments in lands for the purpose of securing this street for a class of fine residences, and thus protecting themselves. But alas, how the hopes of those former years have failed! The predictions made years ago are now more than fulfilled. Horse-car travel has been introduced. At first a single track and cars running once each half-hour sufficed to meet the requirement of travel. At the present time a double track and five-minute time scarcely meets the wants of regular traffic, while the park travel during several months of the year far exceeds in numbers the resident demands. Despite all efforts of the railroad company, the accommodations are inadequate. It is a spectacle with which all are familiar, that at times the cars are crowded to a point of great discomfort. This present enormous traffic is steadily growing at a constantly increasing ratio, until its effects have become unbearable. Is it reasonable to expect that a street of forty-nine and one half feet, including sidewalks, with a roadway thirty-one and one half feet between curbing, can afford accommodations for such travel as at present, to say nothing of the requirements of the future? There are a few persons who think this street is quite sufficient, not only for the present, but for the future. That all men should agree is not to be expected. As soon as we leave the mere facts of history, diversity of judgment begins.

Men are not agreed as to the causes of the prosperity or adversity of the past, and they are not of one mind as to the methods for the present; nor do they entertain the same hopes for the future. In judging of the future we have but one guide, and that is experience; and no opinion is entitled to credence that is not based upon the facts given by experience. It is a significant fact that the city of Providence is suffering almost commercial decay for the want of public improvements. It is a most singular condition that she is possessed of every element requisite for leadership in commerce, trade, and manufactures; with men of large experience, unsurpassed in ability (when estimated by their management of private affairs), with natural resources second to none, and abundant wealth with which to utilize and develop them; and yet the common remark, so frequently made, that Providence is a gener-

ation behind the times as compared with many other cities, is safely within the limit of truth.

For a period of more than thirty years the residents upon Greenwich Street and in the section known as Elmwood have desired that changes should be made in this street to provide for its future development, meet the growth of population and the demands of business. They have made (at the time referred to and subsequently) several well-organized efforts, and through petition to former councils have sought for the relief, which they so much desired, in vain. Eighteen years have elapsed, during which the recollection of former failures and the knowledge of increasing difficulties have been sufficient to discourage further effort, until this present movement organized and began almost in despair, but with a determined purpose to resist further deterioration and ruin of this property. With the proposition to pave this street, the last ray of hope seemed about to depart, as the sun sinking behind the western hills leaves nothing behind but the prospect of utter darkness.

Neighbors took counsel together, a public meeting was called on the 10th of May last, and a second meeting was held on the 17th. The committee of citizens having the subject in charge determined to secure plans. They made petitions to the City Council. They exhibited their plans at a public meeting on the 15th of October, at which it is worthy of note more than eight hundred persons were present, nearly one half of whom were ladies, representing many of the best-known families of this city; and the persons present at this meeting gave expression of their approval by a rising vote with less than ten dissenting persons. Several hundred persons, including many ladies, were unable to gain entrance into the hall.

It was indeed a noteworthy indorsement of a great public improvement, and when the desire of these persons is understood, they will undoubtedly receive the sympathy and co-operation of a large majority of citizens throughout this entire city.

A beautiful section of this city has been compelled to suffer a loss in the depreciation of its property through the want of a just public spirit that ought to have discerned years ago that it is impossible to build a thriving and prosperous city if principal avenues are maintained upon the narrow and contracted lines that were provided several generations ago.

The world moves; times have changed; and the conditions of human life are ever changing. The present century marks an era of progress so amazing as to be scarcely comprehended. The luxuries of former times have become the simple necessities of the present day.

Invention, the acquisition of knowledge, the development of the arts and sciences as applied to the domestic industries of the present time, have wrought wonderful changes. Progress is the watchword of the hour. If "eternal vigilance is the price of liberty," it is none the less the price of prosperity. Nations and states prosper according to the degree of patriotism and public spirit possessed by their people. Is it less true in this respect with regard to cities and communities? I believe that public spirit is essential to the best

conditions of public life, and that there is a spirit of patriotism which every citizen owes to the community in which he lives, one which may reasonably require of him some sacrifice, if need be, for the public good. Evidences abound that the sacrifices which citizens render to the public return to them benefits far exceeding the expectations of the most sanguine.

The history of the most prosperous and flourishing cities and centres of trade has established one important proposition, viz., that a broad and liberal policy of expenditure in public improvements has been a chief, if not *the* important, factor of their prosperity. While scores of cities in this country have, through untiring effort, indomitable purpose, and indefatigable labor, attained their present status, Providence has remained for the most part inactive, passive, and distinguished mainly for what she has *not* done. If this be true, is it not well that we should inquire into the causes which have produced this state of affairs?

I believe the true cause for this condition is to be found (1) in the failure properly to appreciate the great natural advantages which surround us; (2) in the lack of a public spirit necessary to utilize them; (3) the need of a proper union of interests on the part of the people in all sections of this city; and, finally, united effort in all improvements that shall benefit this city irrespective of locality. There are many men in this city who have public spirit to a degree unsurpassed, and who have labored most diligently in every cause that has promised to advance the interests of this community, but they have not received a sufficient support. In the past, and during the period of experiment respecting the policy of other cities, the conservatism of Providence has prevailed, and, as a result thereof, her growth and progress have been retarded. Since such are the results of extreme conservatism, it becomes the bounden duty of every citizen now to arise and, as speedily as possible, to correct the mistakes we have made, and by combined action and well-directed effort recover the position to which we feel ourselves entitled.

It is manifestly important to this city that unanimous interest should prevail, without which progress and improvement will be impossible. If sectionalism in a nation produces rivalries, jealousies, and antagonism of interests detrimental to the public good, is it not *far more* effective for evil when applied to the life of people in a community?

It is doubtless true that sectionalism, as applied to the several divisions of this city into the East and West Sides, the North and South Ends, has been a barrier to many improvements in the past.

This spirit of antagonism should not exist, and in place of it we should create a public spirit that shall establish, in place of division lines, one endless belt or boundary line to encircle this entire city, permitting the pulsations of its life blood to flow naturally into all sections. Let party or political lines, as formed upon questions of national policy, be forgotten or laid aside in the local government of this city; and let us recognize the principle that government by majorities is an established condition of modern civilization, pledging ourselves to abide whatever issue may result, devoting our best efforts to the

interests of Providence first, last, and all the time. We may thus rest assured that we shall advance our individual interests to a degree not hitherto known.

It is upon the principle herein suggested that I desire to see this great improvement inaugurated. While it is of value to the people of Elmwood, exceeding ten times its cost to them, it will have a value to the city at large of more than fifty times the total cost ; and if it were possible to correctly estimate its probable influence upon other important improvements in this city, its value would almost be immeasurable. From a careful study of the conditions which have resulted in the experience of other cities I feel the fullest confidence that the most sanguine expectations will be realized, and I shall endeavor to make this subject clear to all who will candidly consider the statements of fact hereinafter to be presented.

EXPLANATION OF PLANS.

The improvement of Greenwich Street in accordance with the plans proposed will, upon careful reflection, be found to be very simple and remarkably inexpensive.

The chief objection to changes upon this avenue has been, in the opinion of all persons, the damage to, or total loss of, the beautiful shade trees that have given to Elmwood its name. This objection is entirely removed by the method of treatment, since by the removal of the horse-car tracks from the present roadway the street is entirely reclaimed, and becomes available for carriage driving, and hence can be made and maintained as a boulevard in the strictest and best sense of that term. Another objection raised by the few remonstrants is, or has been, that the proposed changes will do irreparable damage to many estates on this street, and that other permanent improvements upon abutting property have extended to a point that renders it far too expensive and impracticable at this late day to attempt any changes ; that the advantages to be realized are inadequate compensation for the cost involved.

To this I reply : the changes proposed will be accomplished without injury to any interests upon the line, and as already remarked, the benefits will exceed by at least tenfold any assessment upon property. As to permanent improvements or the present occupancy of lands as a condition of obstruction, about forty-five per cent of the entire frontage upon this street is at the present time unimproved land, while the changes that disturb buildings represent but twenty-two per cent of the front. Four dwelling-houses only are disturbed upon the west side, and fifteen upon the east side, including several that in the interest of improvement should be removed altogether.

From the entrance upon the avenue at Trinity Square the buildings and west sidewalks remain undisturbed up to Sprague Street ; from thence to Cromwell Street the sharp curve or bend is improved, and land added to the estates between the said Sprague and Cromwell Streets which improves the street and adds much of value to the west side estates, apart from other changes. Returning again to Trinity Square, it will be seen that the widening of the avenue is accomplished by taking eighteen and eighty-four one-hundredths feet from

the Grace Church cemetery, setting the line back to the burial lots, without disturbing any of them.

The present trees within the cemetery to be inclosed in a space five feet wide of grass, one car track to be set on the east side of said trees, allowing an eight-foot road-bed and a sidewalk of six feet width; this walk is gradually increased in a length of one hundred and fifty feet until it becomes the standard width of nine feet at the estate on the site of the Baptist Church. A small estate in the rear of this church, occupying about 3,200 feet of land, and a cottage house, would have to be acquired, the house removed and the church and its parsonage dwelling set back. This change will be of great benefit to the people interested, and since it is said that this parish is not able to meet the assessment, it has been suggested that residents upon the street will make voluntary contributions to pay this assessment.

Passing across West Friendship Street we encounter the large building known as the "Sprague Block," used for stores, the Elmwood Paper Box Company, and Greenwich Street Hall. This building would be moved back, there being ample room upon its present grounds.

Next, the residence of Mrs. Anna F. Stone, on the north side of Parkis Avenue. This lot would be in large part required for the street, in the treatment of which we have supposed the house to be removed across the said Parkis Avenue, on the corner of Greenwich Avenue, to the now vacant lot of land owned by Mr. I. B. Mason.

The treatment of the avenue at this particular spot between Sprague and Cromwell Streets is worthy of especial notice, as a vast improvement will be found due to the changes of the bend of street, now opposite Parkis Avenue, which present angle is divided into two parts and located one upon Sprague Street, and the other on the line of the north side of Cromwell Street. The east line of horse-cars (or the so-called down-town line) continues as first described, running parallel to the trees, and becomes tangent to the present line of the street on the aforesaid north line of Cromwell, or between the land of the said Mr. I. B. Mason and the estate of Mr. Lowry Andrews. From this point the said line continues in the rear of the present trees, in the position of the present sidewalk, requiring the residence of Mr. Andrews to be set back, as also the residence of Mr. Wright on the corner of Lawrence Street. The west railroad track, continuing as started at Trinity Square, in the position of the present sidewalk, extends parallel to the trees, until opposite Cromwell Street it crosses the avenue and enters the new line in the rear of the present trees in position of the present sidewalk, requiring the two dwellings of Mr. Aldrich Gardner to be set back.

From Cromwell Street, as aforesaid, the horse-car tracks will continue behind the line of the trees, one on the east and the other upon the west side. It is proposed to take twelve feet from the abutting estates on each side, thus making the avenue seventy-three and one half feet wide. The present roadway and curbing to remain, giving thirty-one and one half feet of clear, unob-

structed space for carriage driving ; the road-bed to be made of Macadam with concrete gutters.

A space of four feet is allowed to inclose the trees ; eight feet width for the road-bed for car tracks, and nine feet for sidewalks.

This treatment continues following the present lines of the street, leaving undisturbed all of the trees, taking the said twelve feet from each side until reaching the centre of the block between Daboll and Mawney Streets, where the present lines bend or deflect to the westward. In order to avoid the removal of buildings as far as possible, and at the same time reduce the cost of this improvement to the minimum, the line of the avenue is continued straight past the point above named, and the angle or bend is established in the centre of the next block or between Mawney and Burnett Streets.

It will be observed that beyond the present bend the east side is without trees. The change of direction as aforesaid, beginning at the point first named, gradually increasing in width, being an average of fourteen feet on the estate of Mr. Jos. C. Johnson and an average width of nineteen and one quarter feet on the estate of Mr. D. M. Thomson, becoming twenty-two and one half feet wide in the centre of this block between the last named and the estate of Dr. A. W. Brown. This width of twenty-two and one half feet results from the fact of the roadway at this point being thirty feet wide, or one and one half feet less than at points below ; but if the said roadway be made of uniform width throughout, then the width of twenty-two and one half feet would become twenty-four feet at the point named, and from thence the land for widening would be all taken from the east side until it passes the school-house on the south side of Potter's Avenue.

Upon the west side from Mawney Street, to a point past the said school-house, there are many improved estates, the disturbance of which would involve large expense. Under the treatment above named the west line extended from the centre of Mr. Chas. Sydney Smith's estate, gradually becomes less in width, taking about five and three quarters feet from Mr. D. C. Moulton's on the south side of Mawney ; and since this line runs out in the centre of this block, the average width of land taken being about three feet, it will be observed that Mr. Moulton's estate is passed without injury. The width of sidewalks being ten feet at this point, the lines of abutting estates from this said point going south are moved towards the street, and thus receive one foot more of land. In this manner the lines pass the vacant lot of Mr. D. C. Moulton, corner of Burnett, and from thence, in the order named, are the estates of Mr. Arthur Young, the Brayton estate, the Congregational Church ; crossing Oakland Street, the residence of Mr. Horton, his grocery store, a vacant lot, the estate of the late Geo. Harris, and the building of the city of Providence ; crossing Potter's Avenue, the Elmwood Hall and Chas. A. Gladding's drug store, estate of Mrs. Hope, past Hawthorne Street, a vacant lot of Miss Anna P. Jackson, and the residence and estate of Wm. W. Rickard up to Carter Street.

At this point there is a bend, the street changing direction to the east, the street being wide at this position and of irregular shape, the angle of deflection

being on the east side about seventy-five feet farther south. A treatment similar to that at Parkis Avenue is applied at this point. The angle is divided into two parts, first at a point north of estate of the said Wm. W. Rickard, and second at a point in the centre of the estate of Miss Jackson's residence. These points connected, and the easement of the two angles, produce an easy and pleasant line of travel, and add land to both estates abutting upon Carter Street. It will thus be seen that the west line of the horse-cars will be outside of the present sidewalks from near Mawney Street, thus continuing until past the residence of Miss Jackson. The line of roadway, however, is continued parallel to the new lines herein indicated, and the strip separating the said roadway or boulevard from the car tracks will be the same as where trees already stand. In this space it is proposed to plant trees as a part of this improvement, which trees are intended to be as large as practicable (of about ten years' growth), and to girth from ten to twelve inches; it will require about one hundred and twenty-seven trees, and these have been included in the estimate already publicly announced as the probable cost of this improvement.

The last building mentioned on the east side to be removed or set back was the residence of Mr. Wright, on the corner of Lawrence Street. We next pass the estate of Mr. Wilkenson, on the south side of Lawrence, eighteen feet clear of his residence; next the residence estate of Mr. Wm. D. Davis, taking as aforesaid but twelve feet, leaving a space of sixty-six and three quarters feet between the new street line and the north corner of this residence; from this point, the said twelve feet extend, as before named, to the estate of Jos. C. Johnson, taking twelve feet from the estate of Mr. Mortimer H. Hartwell; the residences of Mr. Jeffrey Davis, Mr. Peleg Lippitt, Mr. Mortimer H. Hartwell, Mr. D. M. Thompson, and Mr. Aldrich will require to be set back. The next buildings are upon the triangular lot owned by Mr. Wm. C. Green, between Oakland and Public Streets, and now occupied in part by the Elmwood Club.

This entire lot of seven thousand eight hundred and fifty-four feet should be acquired, and all buildings now thereon removed. The land remaining after the passage of the street it is proposed to convert into a park or triangular open space with a fountain in the centre; the latter, it is assumed, will be contributed by some public-spirited citizen or citizens. Especial attention is invited to this feature in the treatment of this locality which is alone sufficient to inspire almost unbounded admiration.

On the line between Public Street and Potter's Avenue, there is a group of several buildings compactly set which will need to be removed.

The estate on the corner of Potter's Avenue, comprising seven thousand two hundred feet of land, with buildings thereon, has recently been purchased by a lodge of the Knights of Pythias, who contemplate erecting a building for their own occupancy. I make especial reference to this case since there exists a feeling of doubt in the mind of some of the members of this brotherhood that their rights are to be infringed and their interests endangered, owing to the limited depth of this land. I here take occasion to state substantially as in

a letter of reply to recent inquiries of the chairman of their board of trustees, Mr. B. F. Harrington, that I can only speak as any private citizen, yet I feel that I can assure them that their interests will be amply protected. They can abandon their estate, receiving a fair and just compensation therefor, or the estates in the rear of these lands may be purchased to secure for them their position. On this block is also the estate of Mr. Wm. B. Sweet.

Following the east line across Potter's Avenue the school-house requires to be moved back, for which there is abundant room on the present grounds; next we reach the "Locust Grove" cemetery, taking therefrom a strip of irregular shape to be parallel to the lines already described opposite these grounds, and thus continuing up to the point named as just past the residence of Miss Anna P. Jackson. The horse-car track upon the west side, being (as described) outside of the present sidewalk and outside of the present trees, is now gradually extended across the present sidewalk, passing to the rear of and saving a single tree standing upon this line alone; from this point both the west and the east line assume the position behind the present trees, as described at Cromwell Street, and thus continue to the termination of Greenwich Street at the junction of Reservoir and Elmwood Avenues, from which point they may, and doubtless will, be extended in a short time to Roger Williams Park, and so on to Auburn. Reference will be made to this extension further on. The only buildings to be disturbed on the lines just described are the two houses at Redwing Street owned by Mr. F. M. Pond and Mr. B. G. Chase, in the rear of which there is a vacant lot of land of forty feet front on Redwing Street owned by Mr. D. Russell Brown that may be acquired for this purpose. Similar to this is the condition in respect to the two dwellings of Mr. Aldrich Gardner at the corner of Cromwell Street, there being a lot of land forty feet front on Cromwell Street next adjoining the said dwellings and owned by Mr. Gardner.

The east line extended past the said Mr. B. G. Chase, thence past the land owned by the Harris Manufacturing Company, next Mr. Cornelius Cunliff's estate, will cross Earl Street, thence the vacant lot owned by Mr. John McNally, next the estate owned by the Providence Institution of Savings and occupied by Mr. Geo. H. Lincoln and Mr. Geo. Hadley, at which the line passes across Reservoir Avenue into Elmwood Avenue, as already mentioned. The east line passes out from Locust Grove cemetery past the estate of Mr. Lewis T. Downs, across Congress Street, past Mr. Scott Smith, and thence past Mr. John McAuslan's residence to the present terminus proposed, from whence it is in position for extension into Elmwood Avenue as also mentioned. In this manner as herein described, it is proposed to lay the new line for the improvement of Greenwich Street, and with its completion I would suggest that the name of "Greenwich Street" be abandoned and a new name given to it. It is especially appropriate that it shall be known as "Elmwood Avenue," beginning at Trinity Square and extending to and past the park and thence onward as at present.

The alterations of the present lines to secure this proposed improvement having been stated in sufficient detail to render the subject clear and intelligible to all persons interested, I will next in order pass to the consideration of the subject in relation to its cost, or the expenditure necessary.

REFERENCE TO ILLUSTRATIONS.

The plans which illustrate the method proposed will be found upon the closing pages of this pamphlet, and comprise three perspective views and eleven sheets of plans.

Exhibit A. — View of the Avenue from Trinity Square.

Exhibit B. — View of the Avenue at Sprague Street, looking across Parkis Avenue to Cromwell Street.

Exhibit C. — View of the Avenue looking south from Princeton Avenue, and represents the treatment proposed from Cromwell Street to the Park.

THE PRESENT LINES OF STREET.		THE PROPOSED NEW LINES OF STREET.	
EXHIBIT D.			
Fig. 1.	Trinity Square to Wilson Street.	Fig. 2.	Changes proposed.
EXHIBIT E.			
Fig. 1.	Wilson to Westfield Street.	Fig. 2.	“ “
EXHIBIT F.			
Fig. 1.	Westfield to Cromwell Street.	Fig. 2.	“ “
EXHIBIT G.			
Fig. 1.	Cromwell to Plenty Street.	Fig. 2.	“ “
EXHIBIT H.			
Fig. 1.	Plenty to Whitmarsh Street.	Fig. 2.	“ “
EXHIBIT I.			
Fig. 1.	Whitmarsh to Moore Street.	Fig. 2.	“ “
EXHIBIT J.			
Fig. 1.	Moore to Mawney Street.	Fig. 2.	“ “
EXHIBIT K.			
Fig. 1.	Mawney to Public Street.	Fig. 2.	“ “
EXHIBIT L.			
Fig. 1.	Public to Hawthorne Street.	Fig. 2.	“ “
EXHIBIT M.			
Fig. 1.	Hawthorne to Congress Street.	Fig. 2.	“ “
EXHIBIT N.			
Fig. 1.	Congress to Lexington, Elmwood, and Reservoir Avenues.	Fig. 2.	“ “

ESTIMATE OF EXPENDITURE.

At the public meeting on the 15th of October, in the presentation of this subject, I stated that the total expenditure involved the sum of \$193,000, which amount I believed to be adequate to accomplish this great object. I am aware that the feeling existed quite generally that a much larger sum would be required, variously estimated by those interested as probably of \$300,000 or more, and by persons opposed, as a work which would cost at least a half million of dollars or more. In the early consideration of this subject I was asked for an opinion as to the probable cost, to which I replied, possibly \$300,000. This was previous to the careful study of the subject which has since resulted in the plans

recently exhibited. Accurate surveys were made and deliberate consideration given to the present existing conditions. I have endeavored to determine the lines of this improvement in such manner as to satisfy every reasonable objection, do the least possible damage to individual interests, and accomplish the object with the least expenditure consistent with the ends in view.

While many difficulties were encountered, they have finally yielded to treatment, and result in a method that is as simple as can be conceived; while the very difficulties referred to have contributed to simplify the plan and reduce the cost of the changes proposed. I am not surprised that the feeling exists that the estimates are too small. I am aware that they are phenomenally low as compared with the vast and even wonderful advantages that are sure to result from this change. A careful consideration of the present conditions, and a just and fair appreciation of the changes to be made in the execution of this work, will surely convince every impartial and candid person of practical experience that the estimate of expenditure is amply sufficient to fully meet the cost of this improvement. These estimates have been carefully made. It was my purpose to make a just and fair representation, intending to *over* rather than *under* state the outlay to be required. In order to check against possible error of judgment, and with the view of inspiring confidence, I have employed contractors and experts in the several departments of the mechanical work involved in the removal and refitting of the buildings necessary to be moved. In rendering their estimate of this cost they accompany it with a statement that they are ready to sign a contract to do this work, if desired, for the sum they named. I find their said estimate of this part of the change to be \$6,305 less than my figures for the same work, or on the other hand, my estimate is nearly sixteen per cent higher than theirs. I have used my own estimate of the cost of all parts of this work. I have consulted with leading and representative men intimately acquainted with the values of land. Many have advised me that fifty cents per foot was a fair average price, since the land taken will be substantially rear land. Others have advised sixty cents upon the same considerations, while a very few have expressed the opinion that the lands should be taken at seventy-five cents per foot. The lowest price was named by those whose lands would be taken.

For the purpose of presenting an estimate that should amply cover the premises, and so far as possible remove the objections of the opposition on this account, I have assumed the said land to be seventy-five cents per foot average value. It is evident that some would be taken at less, while other parts at a higher price than seventy-five cents per foot. In like manner I have consulted freely with some of the best authorities, in relation to all other parts of the work involved, and have without exception found that my estimates were higher than the price named by any of the parties with whom I have compared my figures.

The estimates have been made in detail. I append herewith the results of the several parts involved, and include therein everything except the cost of the removal of the horse-railroad tracks.

ESTIMATE OF COST.

Item A.	115,922 square feet land, at 75 cts.	\$86,941.50
" B.	Purchase of lands and several buildings	20,448.00
" C.	Moving nineteen buildings	54,705.00
" D.	1,440 feet curbing, at 75 cts.	1,051.20
" E.	Moving four trees	300.00
" F.	Planting one hundred and twenty-seven trees (ten years age), \$12	1,524.00
" G.	9,216 square yards of concrete sidewalks, 32 cts.	2,920.32
" H.	20,535½ square yards of macadam for roadway, \$1,	20,535.33
" I.	Gross amount	<u>\$188,425.35</u>

CREDITS.

Item J.	By sale of 15,875 feet land and buildings	13,028.45
" K.	Net estimate cost of all work as above	<u>\$175,396.90</u>
" L.	Plus allowance in estimate of 10% for contingencies	17,539.69
" M.	Estimated total cost	<u>\$192,936.59</u>

It will be seen that the estimate of cost stated at the public meeting of Oct. 15, as \$193,000 was, in exact figures, \$63.41 more than the above total, in which amount you will observe that the allowance of ten per cent for contingencies is large, being treated upon substantially the same principle as the several items as hereinbefore explained.

In view of the great public benefits to be derived from this improvement, the opinion has been expressed by many persons (outside of the district to be assessed) that one half of the total cost should be paid by the city and distributed in the general tax, to which I will again refer at greater length. But for the purpose of an analysis of this total cost, I will assume that the city of Providence shall do the street work and pay one fourth of the land damage, in accordance with the general custom, and assess the balance upon property owners as betterments. I will also assume that the property upon Greenwich Street shall be assessed for two thirds of the balance, and the side streets for one third; and that, for illustration, the assessments are to be made for a distance of four hundred feet from the avenue. For convenience of reference, the several amounts have been lettered alphabetically, and the share of each party is as follows:—

$$\text{City's share, } \frac{A+B+C+L}{\frac{1}{4}} + H - \left(\frac{J}{\frac{1}{4}}\right) = \$62,186.64.$$

$$\text{Greenwich St., } \frac{A+B+C+L}{\frac{1}{4}} + \left(\frac{D+E+F+G}{\frac{2}{3}}\right) - \left(\frac{J}{\frac{1}{2}}\right) = \$87,166.63.$$

$$\text{Side streets, } \frac{A+B+C+L}{\frac{1}{4}} + \left(\frac{D+E+F+G}{\frac{1}{3}}\right) - \left(\frac{J}{\frac{1}{4}}\right) = \$43,583.32.$$

ESTIMATE OF COST ANALYZED.

The general judgment of many persons whose interests are affected is seriously at fault, in regard to the distribution of the expenditure in the assessment for betterments. They do not appreciate the large amount of taxable property, the extent in areas of lands, or the length of frontage upon the principal avenue and side streets. It is important that these points should be fully understood, when it will be readily seen that the share of any individual, when compared with the interests affected, is very small; indeed *so small*, that when understood, it is believed that all persons will unite in the demands for this work to be done.

I have assumed in the estimates that lands upon Greenwich Street to be taken are one hundred and fifty feet in depth, while the lands upon the side streets would be two hundred and fifty feet of front to complete the four hundred feet limit, and the average depth as ninety-four feet. Since the lots upon the front street are many of them less than the one hundred and fifty feet, it is evident that the assessments must be proportioned to areas rather than frontage, as a lot of ninety feet front by one hundred feet deep should be much less than ninety feet by one hundred and fifty feet; this principle would of course apply to property on the side streets. The exact amounts of land have been considered, but the statement of so much detail renders the subject complex. The total areas, street frontage, and assessed value of property will sufficiently illustrate the distribution of assessment.

The assessed valuation of Greenwich Street is \$1,039,063. 10,023 $\frac{22}{100}$ feet is the frontage of Greenwich Street. Assume the front as 10,000 feet and an average depth of all lots as 135 feet, = 1,350,000 feet, then the assessment as appiled to the lands would be $\frac{\$87,155.34}{1,350,000} = .06\frac{45}{100}$ cents per foot.

If the depth of lots were uniform, then the assessment for frontage would be $\frac{\$87,155.34}{10,000} = \8.71 per running foot.

Assume an estate with ninety feet front, from which is to be taken twelve feet depth, one thousand and eighty square feet, at the valuation of seventy-five cents, \$810, the assessment of \$8.71 per foot, and ninety feet front, \$783.90; from this it appears the value of lands exceeds the total assessment in the sum of \$26.10.

Since for the purpose of illustration, an average depth of one hundred and thirty-five feet is assumed as the depth of front lands, and as the maximum depth is taken as one hundred and fifty feet, and one of the lots is less, we will examine two cases: one with front of ninety feet by depth of one hundred and fifty feet, and the other front of fifty feet by depth of one hundred feet, using the factor of $.06\frac{45}{100}$ cents per foot found as herein before shown.

Thus $90 \times 150 = 13,500$ square feet $\times .06\frac{45}{100}$ cents = \$870.75

Land to be taken $90 \times 12 = 1,080 \times .75$ cents = 810.00

In this case it appears the assessment of an estate with one hundred and fifty feet depth, or thirteen thousand five hundred square feet of land, would be only \$60.75 in excess of the land taken. Now in the case of fifty feet by one hundred feet, five thousand square feet, by 6.45 cents, \$322.50, and the land taken fifty feet by twelve, six hundred square feet, at seventy-five cents, \$450, the sum of \$127.50 would be paid to this estate.

The side streets within the aforesaid limits of four hundred feet east and west from and in the rear of Greenwich Street estates are assessed upon a valuation of \$1,116,395, or \$77,332 more than the property upon Greenwich Street. The frontage upon the basis of an assumed average of one hundred and thirty-five feet for front (the maximum being as aforesaid one hundred and fifty feet) is 19,610 feet, or very nearly double the amount upon Greenwich Street. The areas of land would be 1,843,340 square feet.

The amount to be assessed upon this property being \$43,577.62, or one half of the sum assessed upon Greenwich Street, while the front lands upon the side streets are substantially double the front of Greenwich Street, it will be readily seen that the distribution upon basis of frontage, the assessments would be about one fourth of the front street, or $\frac{\$8.71}{4} = \2.18 per foot front.

Upon this basis a lot fifty feet front would be assessed \$109. This, as in the previous case cited, serves to illustrate the distribution, and exhibits at a glance that the burden as compared with benefits is infinitely small. Following this analysis, as in the case of Greenwich Street, we find $\frac{\$43,577.67}{1,843,340}$ square feet of land, .02 $\frac{8}{100}$ cents as the assessment per square foot.

In the case of a lot upon the side street of fifty front by ninety-four feet depth, four thousand seven hundred square feet, at \$2.36, \$122.92, or \$2.45 per foot front. In the case of lots of forty by eighty, three thousand two hundred square feet, at the said \$2.36, \$75.52, or \$1.88 per foot front.

If we consider this subject of assessments for this improvement with reference to the assessed valuation, we find the lots of Greenwich Street would be .08 39/100 per cent. Before the feeling obtains that this is an excessive tax, I wish to call attention to the fact that the lands upon this street, taken upon this basis assumed in the estimates, viz., seventy-five cents, amount to \$1,012,500, or within the sum of \$26,563 of the total valuation, including all improvements thereon. This condition is worthy of careful consideration, and suggests that the estimate of seventy-five cents per foot for the land to be taken is high.

The assumed valuation of rear property is \$1,116,395. The amount herein considered as assessed for betterments, \$43,577.62, would be a tax of .03 9/10 per cent. Taking the average present values of land at fifty cents per square foot, the 1,843,340 feet of land represent a value of \$921,670, leaving \$194,725 as the value of improvements.

These statements are not supposed to indicate the actual results as applied to individual cases, but rather the principle involved, while the variations may be such as justly recognize the claims of all concerned. The differences are not likely to exceed a very small sum, with the probabilities very strongly inclining

to a smaller rather than a larger assessment, since the cost will not exceed the estimates, and a much larger area is likely to be included than has been assumed as a basis of these estimates.

In the introduction of this subject, I have stated the objective points in the improvement, and the principles which I believe ought to govern in its consideration. I have given a detailed explanation of the changes proposed to be made, and the statements of their probable cost. I have also shown the distribution of this expenditure in the assessments to be made for betterments, and the extent to which individual interests are likely to be affected thereby. I will now endeavor to show how the interests of property owners and others are affected by the present existing conditions, and the benefits to accrue to them through the perfection of this great work.

The property owners and residents upon Greenwich Street have long felt the need of some improvement. They have watched with the deepest solicitude the gradual but steady depreciation in the value of their property, due to causes I have mentioned. If the present conditions are allowed to remain, and this street shall be paved, they believe that the depreciation of property will assume proportions that will be practically ruinous. Lands have been regarded on this street as worth one dollar per square foot upon the basis of values re-adjusted to the recent times. They have been held as investments and for the purpose of securing for this street a class of fine residences. They continue up to the present moment unproductive property, with a steadily diminishing prospect of improvement.

The feeling has gradually changed until a depreciation of twenty-five per cent is recognized. This depreciation, apart from the loss of interest, amounts to the sum of \$337,500, or a sum equal to nearly four times the assessment upon this street to effect the change proposed, and nearly double the probable total cost.

The opinion of many of these property owners at the present time is, that with the growth of population and increasing traffic upon this street, ten years more will depreciate the value of lands upon this street until it is a serious question as to whether they will sell for fifty cents per foot, while the character of buildings and the other improvements that will inevitably be made upon property adjacent to this street will render this improvement impossible, and the reclamation of this avenue of little practical value except in the simple relief to public travel. This condition alone is sufficient to justify the improvement asked for, and should enlist the interest and sympathy of intelligent business men throughout this city.

THE INTEREST OF GREENWICH STREET.

Now the advantages to accrue to the interests upon this street, coincident with these improvements, will be far greater than generally supposed. I submit as a deliberate judgment arrived at after the most careful consideration and study of the subject, with an intimate knowledge of the experience of many other cities, that, taking the values of lands upon this street at seventy-

five cents at the present time, the valuations will double within a period of two years after the completion of this change; or in other words, I believe these lands will find ready sale at not less than one dollar and a half per square foot within the said time, making due allowance for the periodical fluctuations of business. This increase amounts to \$1,012,500, whereas the lands are not in request at the present time for even the low price of seventy-five cents. I do not hesitate further to predict that the lands upon this street will have a recognized value of two dollars per square foot within five years after the aforesaid completion of these improvements, and amount to the sum of \$1,687,500, or taking into account the probable depreciation, the difference at the end of five years amounts to over \$1,850,000. These are startling figures, but they cannot be far from the probable results. I am aware that the widening of Broad Street and the subsequent disappointment respecting its expected influence upon the values of property are cited by some as a reason in support of their objections. In reply I will say there is need to go further than Broad Street for argument in opposition. The cases are by no means parallel. The widening of Broad Street will yet be recognized as a wise investment. It was, however, far in advance of the requirements as compared with the claims so often presented for Greenwich Street. The reasons for my judgment expressed in this matter as also affecting other statements to follow, I will refer to at greater length, as they will have application to all of the several interests involved.

SIDE STREETS.

The interests of the property owners and residents upon the side streets are in a measure identical with those upon Greenwich Street. The depreciation of property below its present established value I do not regard as probable. These values have been determined by the conditions now existing, which the low value of lands on the main street aided to determine. It is well, however, to note that I have taken the average values of the lands upon the side streets as fifty cents per foot. While some lands are held at values above this, I think them to be overestimated. The adjustment of true values, if found to be less than stated, may be very properly attributed to a depreciation due to the continuance of Greenwich Street under its present condition. It is a clear and indisputable fact that the value of lands on side streets now improved will be affected by the character of improvements to be later applied to the lands as yet unoccupied.

The improvement of Greenwich Street that gives to it character, facilities for business, comfort, pleasure, and the resultant values, must inevitably give a like character to the future improvements upon the side-street lands. I have in respect to this substantially the same opinion as expressed in regard to the main avenue, viz., I believe that all of the lands adjacent to Greenwich Street will be doubled in value within a period of less than five years. I believe also that the increase in values of land resulting from this improvement will extend beyond the environments within which the assessments for this improvement will be made.

There are considerations worthy of mention regarding the values of property to be affected outside of the question of land.

The improvements of property in lands, in the erection of buildings for residences with the accompanying adornment of grounds, may be made with or without due regard to the natural adaptability of each to the other. A moderately cheap or inexpensive residence may be given an enhanced value when placed upon valuable grounds and in a neighborhood especially desirable. But a very elaborate and expensive residence, when erected upon cheap grounds in an undesirable neighborhood, may be very much depreciated in value because of its unfortunate location. In such cases as last cited it is self-evident to a person of ordinary reasoning capacity, that any improvement that reclaims or restores or otherwise establishes a condition in a neighborhood that elevates and gives character and dignity, in accord with expensive residences that may have been erected in said neighborhood when the surroundings were supposed to be adapted to the improvements, but subsequently, through misfortune, had become changed and deteriorated,—such changes and improvements, I repeat, have a double significance, a twofold value to all such interests. There is a considerable number of persons who made large expenditures for the establishment of their homes, to whom this proposed change will be a relief almost beyond the power of words to express. The advantages to be obtained by the business interests of those who use this avenue, are factors of considerable importance, while the pleasure to be derived by the people who use this avenue for carriage driving is alone sufficient to justify the improvement.

THE UNION RAILROAD COMPANY'S

interests, as affected by the proposed changes of this street, it seems to me, are very important. A careful consideration of this subject by the management of this company will surely result, I believe, in their most cordial approval and co-operation. I can scarcely hope to suggest to them any points of interest or advantage which they may not already have perceived; but, for the assistance of individuals who have an interest in this improvement, I will briefly consider some of the benefits which must accrue to this company and also to their patrons.

I have before stated the general conditions of traffic upon this street, the narrow street in which is placed a double track.

The travel upon this line by the residents of Elmwood and those who frequently visit Roger Williams Park has grown steadily.

The people have become familiar with the present existing conditions. The present enormous travel and over-crowded cars very naturally suggest the inquiry, "Is this to be a permanent condition? Can this at present over-burdened street continue indefinitely to meet and properly provide the necessary facilities for travel?"

It is manifest to the observing residents upon this street, who have been eye-witnesses to the growth of travel, that the time must soon arrive when relief of some kind must be found.

The Union Railroad Company need it quite as much as their patrons. The street in its present width is utterly inadequate for the present demands. The horse-cars are a recognized public convenience, and they are a public necessity. They cannot be removed from this avenue. Other public travel cannot be had with safety or comfort while they remain as at present. A boulevard cannot be made with car tracks upon its road-bed. The shade trees ought not and cannot be disturbed. From this dilemma it seemed almost impossible to obtain relief; the barriers appeared so formidable it is not surprising that a feeling of general discouragement prevailed.

The travel upon this street, because of its narrow width, is emphatically unsafe. It is dangerous to those persons who drive with carriages to pass a car in a narrow space of but a little over seven feet between a car and the curbstone. Timid horses give unmistakable evidence of being crowded. Persons who may be standing upon the side step rail of an open car, as they are often compelled to do, must be constantly on their guard from teams or passing carriages. Conductors in the discharge of their duties are exposed to danger, and several instances have occurred the present season where they have been injured. There is danger of collision with heavy teams. One instance, not long since: an ice cart and horse-car collided; passengers were obliged to leave the car; and before it was extricated from contact with the said cart the side rail or step was torn completely off. These are a few of the many evidences of a condition of things that ought to be changed if possible to do so.

The method of improvement proposed for the street meets every condition; gives the relief so plainly needed by all interests; saves all of the trees; makes possible a boulevard for carriage driving, and gives a road-bed for the car tracks in the rear of the trees in the position of the present sidewalks. This road-bed, as proposed, will be used for no other purpose, and can thus be maintained in better condition, insuring a smooth and more comfortable movement of the cars. The wear and tear of carriages and teams avoided, the result will be a less depreciation and a considerable saving in the cost of maintenance. The line being for the exclusive use of the cars, there will be no obstructions of teams upon the track, and with stops for passengers at the street crossings only, it becomes substantially a rapid transit line, under which conditions the saving of time from Trinity Square to the Park would be a most important factor, and equal probably to a saving of at least fifteen per cent of the time. The service would cost less, whether by horses or electric motors. It is a question of little doubt that the electric motors for street cars will be very generally introduced in a short time. They are especially desirable upon this line, but I believe it is a matter of very serious doubt in regard to their use upon Greenwich Street and Elmwood Avenue in their present condition. The street is too narrow and crowded to run electric motor cars upon with safety. The change of this avenue to the conditions described will greatly enhance the value of this street line railway, as it will rapidly increase the population of this section. The great beauty of the avenue will attract attention,

very much larger numbers will go to the Park, many of them for the pleasure of a ride through an avenue than which none more beautiful can be found.

These are very important considerations to the Union Railroad Company, and also to their patrons, whether residents of Elmwood or from other parts of this city. I do not emphasize these points from a fear of adverse action on the part of the railroad company, as they have always exhibited an interest and a desire to meet the wants of the public; and it is a matter of general knowledge that the horse-car service of the city of Providence is equal to the best to be found. I have, however, deemed it proper in connection with other interests to respectfully present this subject for their consideration. It is a matter which deeply concerns the patrons of this line. The unanimity of sentiment as recently expressed is almost phenomenal in its favor, and I am confident that the benefits to result from this improvement will be far greater and more widely distributed than generally supposed.

PROPERTY IN THE CITY AT LARGE.

The interests of property owners throughout this city will be benefited by this improvement, while by no means to the extent or in the same manner as those in Elmwood; yet the advantages to be derived will be appreciable. The benefits to property in the city at large that may be traced to this movement as a cause will be beyond the most sanguine expectations. If the sanitary conditions of any section in a community are such as to cause injury to the people within that section, the loss they sustain is reflected and the entire community are affected thereby. If a member of the body sustains injury, the entire body suffers. Commercial prosperity is dependent upon general healthy conditions. The business affairs of a municipality should be conducted with as much intelligence and interest as those of an individual. Could the business of individuals or corporations long survive or continue solvent if those in the management were to ignore the experience of all competitors and refuse to adopt the changes or so-called improvements of the present day? The "survival of the fittest" applies with as much force to cities or communities as to corporations or individuals. The interests of the business men of Providence are involved in this phase of the subject to a degree, I fear, too little appreciated. There are some of them keenly alive to the importance of a radical change of policy in respect to public improvements.

All men of broad business experience who have been in a position to give careful thought to this subject, and who have informed themselves respecting the policy of other cities and centres of trade, will be found to have positive views in favor of the adoption of the methods which have been so fruitful of results. There are very many others in this community, equally talented and capable, who continue to hold fast to the lines of conservative action simply for the reason they have not directed their minds to a careful study of the subject. I believe the failure of many efforts for improvement in this city has resulted through indifference and a long-continued inaction, rather than from organized and determined opposition.

If this be true, or but approximately so, it concerns us to know something of the causes which have resulted in placing this city in the very rear guard and to the extreme left of the line as compared with the positions which other leading and prosperous cities and communities have assumed.

REFLECT,

that the city of Providence has been building since 1636 upon a site not intended by nature for an inland town. Located at the head of Narragansett Bay upon a site as beautiful as the heart can wish ; unsurpassed as to the facilities for commerce, trade, and manufactures ; with every natural condition needful for health and pleasure ; possessing at one time prior to 1812 a very valuable foreign commerce ; requiring but a comparatively moderate expenditure to make its harbor one of the best upon the Atlantic coast, into which almost the entire shipping of the world could enter for safe anchorage without a pilot ; situated upon the south of Cape Cod, it ought to have controlled the coastwise traffic, and have become the centre of trade from which point should have been distributed the diversified products of industry into the interior of New England and the Canadas. The water powers of the Blackstone and Pawtuxet valleys were valuable accessories to the otherwise great natural resources of this city in its early history.

Samuel Slater, who erected the first cotton mill in this country, built in Pawtucket in 1790, started the manufacture of cotton, and the attention of the business men of Providence was given henceforth to manufactures, to the exclusion and final loss of all interest in commerce, which conditions have continued to the present, for a period of ninety-nine years.

FOR JUST A MOMENT,

it is well to pause and consider what these ninety-nine years signify. It is a comparatively short period, and yet what marvellous changes have been wrought in the social conditions of life. This measure of time is especially significant when we realize how much of the most important history of modern times has been recorded in this less than ten decades. It has taken the united effort of the city of Providence twenty years, or more than one fifth of this whole period, to *try* to obtain railroad terminal facilities, and they are not yet accomplished. The same spirit of opposition exists to-day as existed in the earliest history of the race. Where would the world be now if all men were of that narrow spirit? I do not doubt or question its integrity or honesty, but it is none the less at fault and wholly wrong. In 1769 James Hargraves invented the spinning jenny (only one hundred and twenty years since) ; prior to this time every thread of cotton yarn was spun by hand. Hargraves's new machine had sixteen spindles, with an estimated capacity of double the work per spindle over the hand wheel. It produced the wildest excitement. The occupation of the spinners seemed about to be destroyed. One person was to take the place of more than thirty. Riot ensued, the peo-

ple destroyed the new machine and the inventor's patterns. What has since happened? The world has moved steadily in its onward march, opposition to its progress invariably giving way, invention and improvement following in rapid succession, and Hargraves's spinning jenny of sixteen spindles, producing a product thirty times larger than before, has developed into the self-acting automatic mule of to-day, a wonderful piece of mechanism, by means of which one man attends sixteen hundred spindles, each producing more than five times the original, and rendering this single man's service equal to eight thousand men one hundred and twenty years since.

Does it seem possible that but fifty-nine years have elapsed since the first railroad was built, being the Baltimore and Ohio, the first section thereof, fifteen miles, to Ellicott's Mills, opened May 2, 1830, consisting of longitudinal wooden rails with an iron strap placed on top? In 1835 the Providence and Worcester, Boston and Providence, and Boston and Lowell opened for travel; and it was not until 1850 that the wooden rail and strap were entirely removed from the Utica and Schenectady, now the most important link of the New York Central line. These few instances and facts serve to illustrate the rapid progress of the times. In 1871 there were 44,614 miles of railroad operated; in 1887 there were 136,986 miles of railroad operated, involving a capital and funded debt of \$8,378,505,145.

THIS IS OUR OPPORTUNITY.

In the light of what has been accomplished in other sections of this country, does it not seem about time that the city of Providence should move? Her work is not to be that of a pioneer. She has no risk or speculation, but simply to engage in the work of improvement which the experience of so many flourishing cities has shown to be in the highest degree profitable. The importance of the improvements proposed for Greenwich Street in relation to the business interests of this city (apart from the benefits of the increased value of property) cannot be overestimated. This street becomes immediately, upon its completion, a boulevard for pleasure travel to the Park. It will be an avenue of more than usual interest. The singular beauty and novelty of its arrangement, the improvement of estates abutting thereon, the unusual facilities for the street cars, and the exceptional pleasure of travel upon this line, the beautiful equipages and turnouts seeking pleasure upon this avenue, will tend to develop a deeper interest in the Park, and result in more liberal improvements therein. These varied elements will act and react upon each other, until the aggregate benefits resulting therefrom will exceed the most sanguine expectations.

This avenue will be of incalculable value in determining a liberal policy of public improvements. Its attractions will induce many people to make their homes in Providence, and will be equally potent for good in its influence upon capital to locate in this city some of the many industries which are changing their location; new interests will organize, steadily increasing in number, adding millions of dollars to the wealth and taxable property of this city. Mill-

ions of dollars will be distributed annually in the wages of employees who will be added to the population of Providence as a direct result of this improvement and the public spirit which will be sure to live in this community hereafter.

BUSINESS MEN OF PROVIDENCE,

you can make of this city whatsoever you choose, if you will unite and in concert of action move only upon the lines which experience has shown to be safe. Deal with public affairs with the same intelligent spirit that you give to your private interests. When questions arise that concern the public advantage, meet them squarely, intelligently, but promptly dispose of them as you would an issue in your own business. Suppose mistakes are made, the principle holds as good in public affairs as in private interests, that following a reasonable consideration, *quick* decisions, and *prompt*, energetic action in execution produce results that allow all mistakes to be deducted, and the balance is the profit of successful business operations. The difference of method represents the varied condition between success and failure.

WHAT SHALL THE FUTURE BE?

Providence stands pre-eminent in its wonderful policy of masterly inactivity. It is called "conservatism"; it represents the slow, timid, and delusive methods of this city in dealing with its public interests. It has been a brake upon the wheels of progress. It has retarded the natural development and held in check the growth of one of the most beautiful cities, which, with its location, natural advantages, and a broad, liberal policy, should have to-day a population of at least 300,000, and a valuation of not less than \$450,000,000. The government of this city is not responsible for this condition; the fault is with its people. They have made the policy which has controlled the action of councils in their dealings with all public questions. This policy can only be changed through the action of leading and representative men, who should come to the front and give to this city the benefit of their broad experience. Much valuable work has been done in this direction during the past ten or fifteen years by many of the leading citizens, and by those who were long in the public service, toward the formation of a public sentiment that should recognize the importance of improvements.

THE LATE HON. THOMAS A. DOYLE,

for eighteen years Mayor of the city of Providence, stood pre-eminent in the list of her liberal, public-spirited citizens. He gave the best efforts of his mind and heart to the service of this city. He devoted the best part of his life to its interests, and his work will continue to live, and the remembrance of his faithful service will ever be treasured in the hearts of this people.

The past cannot be recalled. Its mistakes must be accepted. The failures may be in a measure repaired. We can profit by our experience. The policy

which has controlled in the past must be changed ; the stagnant pools exchanged for living fountains that shall give new life to this community. The germs of this life are more abundant than is generally supposed, and it will require but a movement in the right direction to insure its free action. The feeling in this community has been gradually developing, and I believe we are upon the verge of a change that will be fruitful of most happy results. I am aware that this may appear to some as an exaggeration, but it is not so. It is a candid, deliberate judgment, determined from a careful consideration of the subject.

SECOND DIVISION.

THE CITY OF BOSTON

Furnishes abundant illustrations from her experience to enable us to judge of the value of her methods as compared with those of the city of Providence. The ordinary observer, or one having but a superficial acquaintance with Boston, can have but a slight conception of the immense work that has been done. Hardly a vestige of the original town remains. The most ancient burial grounds are preserved, and some of the narrow streets at the North End still exist, suggestive to the visitor of the possible cow-paths in ancient times. The original limits, or the peninsula of Trimountain (later Boston), comprised but 783 acres. This has been completely transformed. The hills have been cut down. On the east, west, and south the flats originally under water, comprising 1,046 acres, have been reclaimed and filled, until Boston is a peninsula no longer. By the absorption of South and East Boston, and by filling the flats surrounding these districts, 1,838 acres more were acquired. Roxbury contributed 2,700 acres; Dorchester, 5,614; Charlestown, 586; West Roxbury, 7,848; and Brighton, 2,277. These acquisitions and the filling of flats make the present area of Boston nearly 24,000 acres, and more than thirty times as great as the original area. She has expended in grading and street work alone between 1822 and 1887 the sum of \$36,227,017.91.

Manufacturing industries constitute the most important interests of Boston, but they have not been permitted to interfere with her commerce and trade. If there has been any danger from the close competition of other points, proper measures have been taken to strengthen her position. Boston realized the importance of securing adequate railroad facilities, and to this end she has invested liberally in railroad stock and securities, thereby controlling the means with which to protect her interests. In process of time enlarged facilities were necessary to meet the competition from New York, and the Hoosac Tunnel was constructed by the State at a cost of about \$18,000,000, due to the influence of Boston. Atlantic Avenue was projected for a new water front at a cost of \$1,625,884.82; new wharves and piers were built; private enterprise followed and built up the prominent improvements in warehouses, elevators, etc. A belt line of railroad was built, enabling cars to come to the wharves for transfer of their freight into the vessels lying in dock. Fort Hill was removed and graded at a cost of \$1,584,251.20; immense brick buildings were handled, some were raised, many lowered, others removed. The rapid growth of business demanded room for its extension, and Hanover Street was widened to

sixty feet, cutting off all buildings standing in solid rank for a distance nearly a mile, from Sudbury Street and Tremont Row to Chelsea Ferry, at a cost of \$1,565,476.18. In like manner Washington Street was cut through, and extended from State Street to Charlestown Bridge at a cost of \$1,645,697. The widening of this street has been going on since. As new improvements have been made they conform to the new lines, which will, in a few years, complete the changes from State to Dover Street. These are the most important changes, yet very many other improvements of streets have been and are continually being made in straightening, widening, and change of grades, but individually far less expensive.

In addition to the natural obstructions due to the physical conditions referred to, the city of Boston passed through the terrible ordeal of the "great fire" which occurred on the 9th and 10th of November, 1872; an important section of the business portion of the city, comprising sixty-five acres, was made desolate and utterly destroyed. The loss by this fire exceeded \$80,000,000; 776 buildings, of which 709 were stone or brick, were burned. The sum of \$320,000 was immediately raised in Boston alone (no outside help being accepted) for the relief of distress and poverty caused by the fire. The city government expended upon this locality, \$6,363,828 in the reorganization of streets, regrading, etc. It is an evidence of the vast resources, the wonderful energy and recuperative power of the people, that within two years after this great conflagration the "burnt district" was entirely rebuilt upon widened and improved thoroughfares with substantial and even elegant buildings combining all of the most modern improvements.

While this enormous loss of property was at the time a terrible misfortune, it has proved of great advantage in respect to the greatly improved facilities for business. The five improvements of streets herein cited amounted to \$12,785,139.32. The city of Boston learned from her own experience that public improvements were profitable investments for her people, and as one after another of her great works was justified in the results, the difficulties grew less, until obstruction has become an unimportant factor.

As early as in 1882, it was shown in the reports of the Board of Public Works "that on the Back Bay the increase of the assessed values since the improvements began were such that the increased tax thus collected, added to the betterments, equalled the whole amount of the cost of the land and the improvements. The same result is found to-day, but to a greater degree. These operations do not tend to increase the rate of taxation, but rather to diminish it." It has been invariably true in all of the improvements made that property affected thereby and assessed for betterments has increased in value to an amount far exceeding the cost, while in many cases the advance in values has exceeded all expectations.

There are suburban lands that now sell readily for \$1 to \$3.50 per square foot that would have remained unproductive to at least the present generation or have sold only at nominal prices. The first sales of lands upon Commonwealth Avenue after the filling of the flats in 1857 were at prices

slightly above the cost of said filling. Twelve years later they sold for \$5 a square foot, and to-day these lands are estimated, exclusive of the buildings thereon, at \$20 per foot, and some even higher. The same principle holds in respect to lands upon other avenues, varying only according to the character of the improvements.

On the corner of Commonwealth Avenue and the new "Beacon Avenue boulevard" a lot was purchased nineteen years ago for the sum of \$9,000; a small strip was recently condemned by the city for the said boulevard, and the sum of \$10,000 was allowed therefor. During the present season the owner of this lot declined an offer of \$85,000 for the remainder. Beacon Road has been until recently a beautiful Macadam drive of about sixty feet in width for a distance of about four miles to Chestnut Hill Reservoir. There are many beautiful and costly residences along the route. But the unimproved lands sold to meet all requests at prices ranging from fifty cents down to fifteen cents per square foot according to location and the distance from the city. Two and one half miles of this route extend through the town of Brookline, one of the most beautiful suburbs of Boston.

The people of Brookline are united and almost a unit in respect to their appreciation of the benefits derived from improvements as affecting the values of their property. The most carefully studied efforts have been made for years in this direction. As a result of this action the town abounds in magnificent avenues with elegant and costly residences, and even the least pretentious dwellings partake of the general refinement of their surroundings.

It was chiefly through the influence of the town of Brookline that the "Beacon Avenue boulevard" has been secured. Of the four miles in length two and one fourth miles are through the said town of Brookline. Their share in the cost of this improvement was about \$450,000. Henry M. Whitney, Esq., president of the West End Railway, contributed towards this improvement the sum of \$150,000. The avenue, formerly sixty feet, has been made one hundred and sixty feet wide. The land required from abutting estates for the entire line was about 2,112,000 square feet, of which amount 1,188,000 square feet were in the town of Brookline. The boulevard has four rows of trees. Between the two interior rows of trees are the double track road-bed of the electric cars; on the west side of these there is an equestrian drive. The sidewalks are ten feet each, a strip of grass five feet wide for each of the four rows of trees; twenty feet width for the car tracks and twenty feet for the equestrian drive, while the east carriage road is thirty feet and the west fifty feet wide. The electric cars road-bed for a part of the line is a grass plat and the rails quite out of sight. The avenue is picturesque, and will soon become very beautiful.

The avenue is as yet scarcely completed, but the values of land all along the line have advanced to double the former price. Lands stated as easily obtained for fifty cents per foot cannot now be had for less than one dollar per square foot. A few lots of about 30,000 square feet were sold in the season for eighty-five cents. The West End Land Improvement Company have

recently bought at public auction and paid seventy-five cents to one dollar per square foot for lands that could have been had for thirty cents to fifty cents prior to these improvements.

The trustees of the Boston University recently sold to the same company a lot of land two and one half miles from Commonwealth Avenue for seventy-five cents per foot that was held formerly at thirty cents. Five lots on Tappan Street just off the boulevard, about three miles out, formerly held at thirty cents, sold this season for \$1 per square foot.

Another lot of twenty thousand feet just off the boulevard, between Pleasant and Green Streets, formerly valued at fifty cents, recently sold for \$1.25 per square foot. A lot of 14,309 feet on the boulevard, near St. Mary's, recently sold at auction for \$1.72½ per square foot.

Similar cases upon this line of improvement, as also in other neighborhoods, might be cited at greater length, but the above are sufficient to prove conclusively the effect of improvements in that locality. The population of Boston in 1880 was 362,839; valuation \$639,462,495, and the rate of tax \$1.52 on \$100. The per capita valuation was \$1,760. Tax rate in 1883 was \$1.70; and in 1885, \$1.28; in 1888, \$1.28. The present valuation \$795,000,000, with an estimated population of 425,000. The per capita valuation is \$1,823, or \$63 more than in 1880. In 1885 her debt was \$25,824,300, or per capita \$57.39.

The present city debt is	\$30,794,701.27
Cochituate water debt	14,941,273.98
Charlestown debt	807,500.00
Mystic water debt	839,000.00
West Roxbury debt	75,000.00
	<hr/>
Total funded debt	\$47,457,475.25

The valuation in 1888 was \$764,452,548, less total debt \$716,995,072.75. Population estimated 420,000, a net valuation per capita of \$1,724. These are instructive figures when taken in connection with the subject under consideration. They imply a degree of prosperity the parallel of which it will be exceedingly difficult to find. Theories are the deductions of reason founded upon facts. Speculation is idle when evidence and proofs are at hand. That the city of Boston is a flourishing and prosperous community there is no doubt. This condition is fixed as an indisputable fact. The policy, method, and means that have been most instrumental in producing these results are such as to command the attention and serious consideration of the business men of this city.

PUBLIC PARKS.

The public spirit of Boston has grown with its growth; it has strengthened with each successive movement in its march of progress. The uniform success which has attended all improvements of public advantage tends to minimize opposition and renders each succeeding effort in this direction less difficult.

Why may we not profit by this experience? The same broad and intelligent public spirit of Boston has turned its attention to the important question of public parks. They have given to the subject the most careful consideration. Twenty years ago Boston was surpassed by only a few cities in the recreation provided for her people through the agency of rural parks, yet in 1869, Mr. Wilder, in addressing a meeting called by the City Council, pointed out that Boston, to sustain her reputation, must not only have a park, but the first park in the country; and seven years later Mr. Collins, at a meeting in Faneuil Hall, called to discuss the park question, asked, "Can Boston afford to be *less* comfortable to dwell in, *less* attractive, *less* healthy than her sister cities?"

From Oct. 8, 1875, to Dec. 31, 1887, the disbursements for public park construction amounted to the sum of \$4,975,422.41; of this amount \$2,385,000 was funded, \$450,000 to mature in 1890, and the balance in 1914 and 1915.

In the presence of the above conditions the Park Commissioners, in their report of 1886, referring to the meetings upon this subject in 1869, say: "If such a question was then at all timely, it is now a great deal more so. There were then but two well-advanced rural parks in America. There are now more than twenty. Every city, that was then at a parallel stage in the discussion of a park project with Boston, now has that project in a large degree realized and is enjoying the profits of it. There is not one city of America or northern Europe distantly approaching to rank with Boston in population, wealth, and reputation for refinement which, before unprovided with a park, has not gone further and moved more positively than Boston to make good the deficiency. London and Paris, Brussels and Liverpool, have each within a generation twice doubled the area of their recreation grounds. All the cities of the British Islands thirty years ago possessed but four parks adapted to rural recreation; they now hold thirty, as large as Franklin Park is intended to be." (This park is now about four hundred and fifty acres.)

"There is an impression with some that the civilized world has been swept by a ruinous rage for parks. Not an instance is known of a park adapted to provide rural recreation that is not regarded by those who are paying for it as well worth all it has cost. No city possessed of a rural park regrets its purchase. During the last year New York City, which has had the largest and costliest experience of park making of any in the world, has been purchasing land for six additional parks, averaging six hundred acres each in area." (Central Park in New York cost upwards of \$16,000,000.)

"This after long and heated debate as to questions of extent and location, but upon the undisputable ground so far as known, that the city's outlay for parks hitherto has had the effect of reducing rather than increasing taxation."

"Philadelphia has a park nearly six times as large as Franklin Park will be. Chicago has six rural parks, in each of which large works of construction have been completed, and are found valuable beyond expectation. Even smaller cities than Boston (as New Haven, Bridgeport, Albany, Buffalo, Montreal) have provided themselves with rural parks. It cannot be questioned that

a rural park is rapidly coming to be ranked among the necessities of satisfactory city life, or that a city that offers simply promises or prospects in this respect stands at a certain disadvantage, a more decided disadvantage to-day, very much, than it did when Mr. Wilder or even when Mr. Collins called attention to the danger."

The sentiment of the city of Boston was fully in accord with the Commissioners of Parks, notwithstanding the large expenditures since 1875 and the debt incurred. The State Legislature, by the act of Jan. 1, 1886, authorized the city of Boston to issue its bonds for park improvements, payable in fifty years at not exceeding four per cent interest, in the sum of \$2,500,000, to be limited to the expenditure of \$500,000 per annum for a period of five years. This sum thus provided has since been expended annually. The said bonds were placed at three per cent interest. Again, on May 23, 1888, the Legislature gave permission to raise \$600,000 for the purchase of additional lands for park purposes. The Commissioners have since then asked for a further appropriation of \$700,000, and advise yet another purchase of lands for park-ways, requiring \$300,000 more. It will thus be seen how the city of Boston feels in respect to the question of public parks. The expenditures between 1875 and 1887, with the provisions since made for the work now in progress and up to 1891, will amount to nearly \$7,500,000.

The park system commences at Boston Common, embracing the Public Garden, the Charles River embankment on Charles River, the Back Bay fens beginning at the Back Bay and the boulevard crossed by Commonwealth Avenue near the junction of the said avenue and boulevard with Brighton Avenue, then following the course of Muddy River to Riverdale, Jamaica Pond, the Arnold Arboretum, and crossing Washington Street to the Franklin Park; the system to embrace the Marine Park at South Boston and Pleasure Bay at Castle Island. It is also proposed to construct a system of park-ways or boulevards, making broad and liberal drives from Marine Park to Franklin Park by the widening of Columbia and Boston Streets.

Two extensive park-way systems are to be provided, one formed by Massachusetts Avenue expanding into the broad shady drives and walks that pass around and divide Chestnut Hill Reservoir; the other formed by the Riverdale roads spreading into the promenade now forming about the Back Bay drainage basins, with Commonwealth Avenue and the Public Garden, with Jamaica Pond, the Arboretum, and the site of Franklin Park. The Board urge the "importance of taking at once the larger part, if not the whole, of the park-way from Back Bay to South Boston." "It is estimated that about \$700,000 will be required for the purpose of completing the taking of the park-way from Back Bay to Franklin Park." They further recommend that the sum of \$300,000 be appropriated to complete the taking of the park-way from Dorchester Street to the Marine Park; these last two sums being the same as before referred to.

The Board has recently recommended the purchase of the vacant shore of South Boston. "Here is to be found over a mile of water front almost

entirely unimproved, having a southerly exposure and a fine near view of the harbor, which could be utilized at small proportional cost to make a most attractive drive and promenade, and in connection with the Marine Park one of the greatest pleasure resorts in the world. A connection could readily be made with Columbia and Boston Streets, which improved in like manner would complete the circuit of the park-way." "The Board thinks that it would be derelict in its duty if it did not urge to the utmost the purchasing at this time of the lands necessary for the entire system of park-ways."

The city of Boston has one hundred and eighty-six open grounds or breathing places; of these thirty-nine are burial lots, making one hundred and forty-seven spaces, squares and parks, most of which are secured by legal enactments from ever being built over. Exclusive of the large-spaces recently acquired, the average area is thirteen acres each. The area of all lands for public parks is $3,356\frac{83}{100}$ acres; of these six hundred and fifty-nine acres are outside the limits of Boston, five hundred and seventy-eight acres are upon the islands in the harbor, leaving a net area of park lands within the city limits of $2,119\frac{83}{100}$ acres; *strictly* held as parks, $1,257\frac{16}{100}$ acres, or about three acres per each 1,000 inhabitants.

It is claimed that with the possible exception of Venice there is no other city in the world that makes as much or as good use of its harbor (other than commercially) as Boston has long done. Extensive provision is being made for improvement of the islands in the harbor for purposes of pleasure and recreation for the people. Upon the seventy-five islands it is proposed to plant 800,000 trees. It will thus be seen from this hasty outline of public improvements that the city of Boston is engaged upon, that she has the courage of her convictions. It is also worthy of note that she has adopted to a considerable extent the principle of transferring to the next generation a part of the burden of the cost for improvements. This applies with especial force to the question of public parks and park-ways, and enables a much larger work to be done in this direction than would be possible under ordinary circumstances if the whole amount were to be levied in taxes; providing for annual payments to a sinking fund sufficient to meet the principal at maturity, thereby spreading the cost over a long time and allowing the present generation to share in the benefits of the completion at a proportional cost relatively lower than if built at once by taxation.

I have selected Boston as a principal point for comparison with the primitive conditions that prevail in our city, for it has a history of remarkable achievements, the evidences of which are within the reach of all who choose to investigate the subject. A living spirit has dominated its life that has neither "slumbered nor slept." Its ambition has known no bounds other than the limit of human effort, and its business life is full of rich experiences, the records of which we may study; and if this shall be done in the right spirit it cannot result otherwise than to our profit and advantage as a community. How many communities are there in the world that can match the record of Boston? The enormous labor and the vast expenditure that have been necessary to

accomplish her work would have held in check a less resolute people. Great events in the world's history have turned upon apparently trifling circumstances. To have failed in any considerable degree in the work which Boston has done would have been fatal to, or in a great measure have impaired, her present position, and consequently have debarred the vast wealth and influence which she now possesses. She has attained her present position through great effort. It has involved the exercise of a generous public spirit. It has developed a broad liberal policy. Personal sacrifices have been made voluntarily or by compulsion to the public welfare. It is the spirit of her people, their courage, endurance, and indomitable will, qualities which have been given the fullest exemplification upon every occasion in her history, that have made Boston what she truly is, a leader as the occasion requires, in peace or war, in commerce, trade, and manufactures, in the arts and sciences, in education, literature, and jurisprudence. The public spirit, the wonderful enterprise, and the quick, keen perception and sagacity of her business men have contributed more than any city of equal numbers to the forces which have aided in the development of the vast and varied resources of this country. These united forces have made the city of Boston, as she appears to us to-day, one of the best examples that can be found to illustrate the marvellous results that follow in the train of a bold, yet intelligent and consistent, policy of liberal public improvement.

PHILADELPHIA,

the second city in population in the United States, is situated between the Delaware and Schuylkill Rivers, about six miles above the junction, and ninety-six miles from the Atlantic Ocean via the Delaware River and Bay. The city is upon a generally level ground, about twenty-five feet above the sea, with a very considerable elevation in its northern suburbs; it is laid out in the form of a parallelogram, and comprises a larger area within its municipal limits than any other city of the Union. West Philadelphia, Germantown, Manayunk, and Frankford are its most important suburbs. The experience of Philadelphia in respect to the increase in values of property, resulting from liberal public improvements, is the same as cited in the city of Boston.

In 1880, with a population of 845,964, there were 9,050 manufacturing establishments, employing 197,964 hands; capital invested, \$186,686,934; wages paid during the year, \$63,027,832; value of materials, \$202,506,644; value of products, \$322,984,461.

The manufactures comprised textile fabrics of great diversity; machinery, hardware, chemicals; there are extensive iron works, paper mills, ship-yards, etc., etc. The commerce of the port has been steadily increasing for several years (notwithstanding it is ninety-six miles inland). Her commerce in 1882 was four and ninety one-hundredths per cent of the general commerce of the United States; the exports to foreign countries being \$38,131,258, and imports \$34,136,599; fifty-five vessels were built during the year; there are thirty-two national banks, with an aggregate capital of \$16,530,000, twenty State and

savings banks, and two hundred and seven newspapers and periodicals (of which twenty are dailies).

The number of new buildings erected during the year 1888 was 9,727; the majority of these were dwelling-houses. Scores of large buildings, with eight to ten stories, were erected for office and business purposes that will rank among the most costly and magnificent to be found in the world.

In the progress of events the business interests of Philadelphia required a railroad station more centrally located than at Thirty-second Street. The Pennsylvania Railroad Company purchased all of the properties upon the south side of Filbert Street from the Schuylkill to Broad Street, a distance of nine squares, and demolished all existing structures and erected thereon the grand viaduct built of stone and brick masonry, upon which was laid eight tracks. They built the Broad Street station, one of the finest in the world. This station was completed eight years ago and provided with every facility and convenience, supposed to anticipate the growth of business for many years. Within five years thereafter business had grown so enormously that the ample provisions supposed to have been provided became inadequate. Since that time the railroad company has made very extensive purchases of real estate, plans have been made, and the work would have been begun this season for large and extensive additions, but was temporarily deferred owing to the Cone-maugh Valley and Johnstown flood disasters. If such is the experience of Philadelphia, what would be the probable effects in Providence? Failure to act in such an important interest as this is a great misfortune, almost a crime.

The Philadelphia *Ledger*, in a review of the business for the year 1888, recites at much length the great progress being made, and claims that the record of Philadelphia "cannot be matched." Her citizens see the importance of public improvements, and notwithstanding their liberal policy and large expenditures, they are so fully convinced of their value to the growth of the city, they are earnest advocates of a still more liberal policy.

The building of the new Broad Street railroad station increased the value of real estate enormously; and the rent of stores advanced to correspond therewith. A gentleman on Chestnut Street informed me that his rent had been advanced every two years, until at the present time it is nearly double what he paid eight years ago; this result he attributed almost entirely to the new railroad facilities. To further inquiries he replied: "We want to keep our rents as low as possible, but the difference is a small matter if we can have the business. We would like to have another station on the other side of us if it will do as much to help trade as the new Broad Street station has done in this neighborhood."

This is a matter easily understood. There may be handsome profits where there is a large trade, even against high rents and other large expenses, but a business without trade is unprofitable or a loss as the case may be, though the rent be a nominal sum. It is true the world over, that all things being equal as regards the requisite capital, knowledge, and general fitness, the most money is made in any business in localities where rents and general expenses are

high. They are high because the business is there, and the desire of merchants to secure the business creates the competition for location. The rents advance to correspond, thus giving to the owners of the real estate their share. A steady increase in the values of property and the advance of rents are the indications of prosperity and a healthy growing business.

Lands in the suburbs of Philadelphia, ten miles from Broad Street station, sell for from \$1 to \$1.50 per foot. Lands upon Chestnut Street sell from \$20 to \$30 per square foot (sales are made by the foot front). Residence lots on Walnut Street, \$5 to \$6 per square foot. West Walnut and North Broad Streets at even higher prices.

In West Philadelphia an estate was sold twelve years ago for \$14,000, with a good dwelling-house and a trifle less than an acre of land; the owner sold about 30,000 feet of this land last year for \$60,000.

The streets are fifty to eighty feet wide. Broad or Fourteenth Street, one hundred and fifteen feet, and Market Street, one hundred and twenty feet wide. Philadelphia is "the city of homes." In 1880 there were 146,412 dwelling-houses, which, according to the population, was five and seventy-nine one-hundredths persons to each house; while the number of dwellings in New York to the population gave sixteen and thirty-seven one-hundredths to each house. In 1883 there were 160,000 dwelling-houses, of which number 110,000 are owned by the occupants. Between 1880 and 1883, in the number of manufacturing establishments there was an increase of 3,487, and in value of products, \$158,241,848. In the last two years there has been an increase in the permanent improvements of real estate of \$48,000,000. The value of real estate is \$666,384,799; personal property tax rate, \$1.85 on each \$100.

The growth of Philadelphia is proceeding at a rapid rate, augmented by the special efforts of the people who are constantly on the alert to secure the location in Philadelphia of every enterprise that can be brought within their influence.

THE PARK SYSTEM

comprises two improved and a half-dozen unimproved parks. The Fairmount Park comprises 2,648 acres, and cost for the land alone \$6,500,000. The permanent improvements have cost upwards of \$1,500,000, and the average cost of maintenance, with the addition of improvements to the park system, is about \$225,000 per annum. The Horticultural Hall and Memorial Hall remain as mementos of the Centennial Exposition. The gardens of the Zoölogical Society cover thirteen acres, and were the pioneer of such enterprises in this country. The influence which this park system and its improvements have exerted toward the development and growth of all the material interests of Philadelphia is beyond any ordinary conception. The people appreciate and recognize its importance, and as they now begin to enjoy the benefits of these improvements the desire for even a more liberal policy increases.

The value of the enterprising, public-spirited work which the citizens of Philadelphia are doing cannot be overestimated. Public improvements prepare

the way, and private enterprise does the remainder. If these absolutely necessary conditions are established, then private enterprise is encouraged; investments are made and given a fair chance for development; capital from abroad is thus given the requisite inducements to enter the field, and the result is a growth of population and rapidly increasing wealth.

It is manifest in all directions, and all must admit, after a careful study of the general conditions of business and social life in Philadelphia, that her policy respecting public improvements is right. She is probably far in the lead of other American cities in regard to the comfortable conditions of life among the middle and poorer classes. Pass up and down the great thoroughfares of business, go into the avenues for residences, extend your ramblings into the suburbs, even ten miles distant from the City Hall, and you will find the evidences of wealth and prosperity almost without a parallel. Elegant estates, magnificent residences with beautiful grounds about them, are on all sides. And you will wonder from whence comes all the wealth of which you see the evidence.

I believe it is in a large measure the result of the same broad, liberal public spirit of enterprise which we find always to accompany a high degree of prosperity.

NEW YORK AND BROOKLYN,

the great *entrepôts* of this country, while they have separate municipal organizations, are practically as one, and constitute the great metropolis of the nation, destined to become the commercial centre of the world. The physical conditions, geographical position, a valuable harbor, the immense country tributary to it, the communications with the Great Lakes by means of the Hudson River and canals, all combine to render it a natural centre of trade and commerce. But yet there has been much to do on the part of its people to hold their trade against the pushing spirit of enterprise from without. Suppose that New York had pursued the slow, delusive policy of Providence, where would she stand to-day?

The great natural advantages of location and river communications would not have protected her. Live men, full of nervous energy and public spirit, have given to New York the full measure of their strength, both of brain and tissue. Business men, those of wealth and reasonable leisure, and others of no leisure at all, — their combined and united efforts, supplemented by the best system of trade organizations in the world, have been required to make New York what it is to-day, and the end is not yet. The same identical spirit and effort must continue in order to protect and insure its future development. The same spirit of enterprise will be found in all centres of trade, varying only in the degree or earnestness of its application; and when the allowances have been made for the differences in localities and the natural resources or advantages, the part which the people do or leave undone is almost a simple problem in mathematics.

The opening of the canal connecting the Hudson River with Lake Erie, in 1825, opened a vast and fertile territory that became tributary to New

York, conditions vastly superior to any other upon the Eastern coast. The tendency of foreign trade to concentrate at New York has taken away from Boston, Philadelphia, and other small but flourishing ports a great deal of the chief sources of their early prosperity.

New York as a commercial port properly embraces a radius of ten or twelve miles; this would comprise a population in 1880 of nearly 2,200,000. New York, Brooklyn, and Jersey City alone would be 1,883,684. The population at the present time will probably be about 3,000,000.

The exports for the fiscal year ending Jan. 30, 1882, were \$344,503,775, out of a total for the whole country of \$750,542,257. Its imports during the same period were \$493,060,257, out of a total of \$724,639,274.

New York is the foremost in manufactures, and Philadelphia is the only city that has been able to compete with it. In 1880 there were 11,339 manufacturing establishments; capital invested, \$181,206,356; raw material used, \$288,441,691; hands employed, 227,352; wages paid, \$97,030,021; value of products, \$472,926,437.

It is beyond the reasonable limitations of this exposition to enter upon an extended investigation of the commercial and manufacturing interests of the great metropolis of New York, except in the statements of a few facts, and the inferences to be drawn from a general intimate acquaintance therewith.

The ordinary visitor or tourist in his rambles about New York can see enough to satisfy his curiosity and give him the feeling that he has obtained a good general acquaintance with the city, and yet see but little as compared with the vast aggregate of human effort that is stored up on Manhattan Island and within the circle of its natural suburbs that are tributary to it. There are thousands who have resided there for many years and have seen but a fraction of all its multifarious interests, or the extent of its municipal possessions lying even between its two great rivers. It is only when persons go there for the purpose of observation and the investigation of specific interests, availing of all the channels of information in the line of the object they have in view, that they can fully appreciate and comprehend the vast interests, the rapid changes, the wonderful activities of its business life, and the marvellous progress of the times in which we live.

From these varied conditions of life and the diversified interests of business, in commerce, trade, and manufacturers, there may be drawn most useful lessons of great value to all who have the desire or inclination carefully to investigate them.

PUBLIC PARKS.

What would most likely be the conditions existing in New York and Brooklyn to-day without the Central Park in the first, and Prospect Park in the last named?

The Central Park occupies the space of fifty streets that otherwise would be channels of commerce from river to river, and for several square miles in the neighborhood thereof it has determined conditions of life and values to real estate not otherwise possible.

It has increased the number of horses and private carriages more than ten-fold, and saddle horses a hundred-fold ; while the business of livery stables is enormously increased, and millions of dollars invested in the various public conveyances are made profitable. The movement to and from it is enormous ; in 1886 more than twelve million visits were made to the park.

"The poor and the rich come together in it in larger numbers than anywhere else, and enjoy what they find in it, in more complete sympathy than they enjoy anything else together."

The opposition to the formation of this park was very considerable. It was even claimed that its influences would be instrumental in a lowering or degrading of the morals of the people. The experiences have been very far in the opposite direction. Its influence has been to elevate character and strengthen in both mind and bodies those who have had opportunities to enjoy its pleasures. Its benefits to the many thousands who are obliged to live within the heated walls of this great city during the summer cannot be easily estimated.

The same conditions and experience have resulted in the rural park of Brooklyn. When this park was laid out, the citizens living at a remote distance, pleading the difficulties of communication, were able to obtain special exemption from the taxation it would involve. They had local advantages, and regarded it as of no value to them. Long before the park was completed the people of this very district began to resort to it in such numbers that two lines of street cars were built, and upon holidays they are found inadequate to meet the demand. It is the universal belief that not only the people are greatly benefited, but that the intrinsic value, as well as the market rating of property, is largely increased.

In both New York and Brooklyn I have found the same feeling in respect to the enhanced values of property resulting from these improvements as in Boston and Philadelphia. In some cases the advance has been very great.

The improvement of streets, and the construction of magnificent boulevards for pleasure travel, such as the "Concourse" in Brooklyn, — one of the finest in the world, — enhance the values of property sufficient to cover the cost of improvements and assessment for betterments. In very many cases the enhanced values are tenfold the cost of assessment. The evidence of this fact is to be found wherever public improvements are made.

Where is the man who pretends to have any acquaintance with the affairs of this great "bee-hive" of industry who will deny the great influence which the public spirit and public improvements of New York have exerted in moulding it into its present form? "The Central Park in New York, and the park of Brooklyn, have had greater influence in shaping the welfare of those cities, than any single affair with which the local government has had to do." Similar results may be seen from the new parks of Philadelphia, of Chicago, of Buffalo, of San Francisco, and not less significant results of the general fact may be found in Paris, in Liverpool, and Melbourne, Australia,

BUFFALO,

called the "Queen City of the Lakes," the third city in the State of New York and thirteenth in the United States in point of population, situated at the extremity of Lake Erie, at the head of Niagara River and at the mouth of Buffalo River, 293 miles from New York City, has one of the finest harbors on the lakes. Population in 1880, 155,134; valuation of real estate, \$84,396,770; personal estate, \$7,859,545. There has been a large decrease in the commerce of the lakes since 1862, owing to the increase of railroad facilities.

It is noted for its splendid avenues, fine residences and attractive grounds, and a profusion of shade trees. It is claimed to be the "cleanest, best lighted, and healthiest city in the United States, with the best water and most complete sewerage." It is an important and prosperous centre of trade, and has extensive manufactures. It has five elegant squares adorned with shade trees. It has a combination of beautiful

PUBLIC PARKS,

comprising over five hundred acres. There were many obstructions and much opposition to the site selected for the main park of Buffalo. It encountered strong sectional jealousy which succeeded in reducing the area originally intended.

"The cost of the improvement has been much less than was predicted by the opponents, and even less than its promoters expected. It is believed that through the increased attractiveness of the city as a place of residence, the rise in the value of the property adjacent to the park and its approaches, and the additional taxable capital invested in lands and buildings in the vicinity of these improvements, the outlay for the park has lightened the burden of the taxpayers. The city has recently (1886) obtained an act of the Legislature authorizing a portion of the land originally thrown out to be purchased and added to the park. Its market value is now estimated to be four or five times as much as when thrown out. Broad avenues from different sections have been opened and a street railroad constructed expressly for the use of visitors to the park. Its value is largely increasing every year. The city is now proud of it and grateful for it."

The city comprises three sections, the northern, western, and eastern, and connected by a system of elegant boulevards, making a beautiful pleasure drive of over ten miles.

Comment is hardly necessary upon such evidence as the above, and yet the number of cases could be multiplied almost indefinitely of a very similar character; all agreeing upon the *one single fact* that public improvements are profitable investments for the people and all interests are benefited thereby.

BALTIMORE,

the "Monumental City," is one of the most flourishing in the United States and seventh in point of population, pleasantly situated on the north branch of

the Patapsco River, fourteen miles from its entrance into Chesapeake Bay, and one hundred and seventy-eight miles from the Atlantic Ocean. The harbor is excellent and consists of three parts, having a depth of twenty-three feet, artificially dredged.

The manufactures and commerce are very extensive. There is scarcely a branch of industry that is not represented to some extent. Among these are ship-building, iron and copper works, woollen and cotton manufactories, pottery and sugar refining, petroleum refining, distilling, agricultural works, cabinet making, and tanning, and more than 100,000,000 of the finest bricks in the world are made here annually. Oyster packing is an important industry, also fruits and vegetables, issuing more than 30,000,000 cans thereof annually.

The water supply for the city comprises one artificial lake eight miles from the city, of a storage capacity of 500,000,000 gallons, and from three other sources having an aggregate of 580,000,000 gallons.

There are many beautiful streets and public squares, such as Eutaw Place, Charles Street Avenue, Mount Vernon Place, St. Paul Street, Calvert Street, etc.

THE PARK SYSTEM

comprises the Harlem Park (about the size of Boston Common), Patterson Park with drives, Franklin Square Park, Union Square Park, and Federal Park with drives and observatory. The "Druid Hill Park" contains over seven hundred acres; it possesses more "natural beauties than any other in the United States." Population, 500,000; rate of tax, at present, \$2.07 for \$100.

The city of Baltimore has done a great deal in the direction of public improvements, and yet here the most enterprising and pushing business men are not satisfied. They feel that a more liberal policy is needed. Important work is being done through the agency of trade and commercial organizations of leading business men and manufacturers.

Recently a law has been enacted which exempts manufacturing establishments from all taxes for a period of years. The water rates are very low as compared with many other cities, and these have been reduced to a nominal sum to manufacturers. Every effort that an active and energetic community of business men can make is being made to encourage manufacturers to locate there. The tax rate, as a result, has advanced as above stated. One of the large cotton manufacturers in Baltimore informed me that the policy they had adopted he believed to be right, though his interests were adversely affected for the present. He says, "We can afford to add to our tax rate if it brings business to the city of Baltimore." This is the spirit which will be found among an enterprising, thrifty people.

WASHINGTON,

"the seat of the government of the United States, forms a part of the District of Columbia. The city as a corporation has had no existence since 1871, when Congress abolished the charter and that of the city of Georgetown.

"Most of its area is a plateau, elevated three hundred to four hundred feet above the river; an area of bottom land of about six square miles lies between this plateau and the Potomac, much of it undulating and slightly above the river. The city of Washington is built upon the bottom lands, while its suburbs extend up the bluffs and over this plateau to the northward.

"The plan of the city is regular and symmetrical. Radiating from the Capitol are three streets running north, south, and east, and known as North, South, and East Capitol Streets. These, together with a line of public parks running west from the Capitol, divide the city into quarters, known as the northwest, northeast, southeast, and southwest quarters. The streets run in the cardinal directions, the north and south being designated by numbers and the east and west by the letters of the alphabet, the numbers increasing eastward and westward from the meridian of the Capitol; the letters progressing northward and southward from a parallel through that building. In addition to these streets, there is a system of avenues, which run diagonally to the cardinal directions, and which bear the names of the States. The intersections of the streets and avenues have given opportunity for the construction of many small parks in the form of triangles, circles, quadrilaterals, etc., which, with the numerous larger parks scattered about the city, add greatly to its beauty and healthfulness. The streets have a total length of two hundred and thirty-three and one half miles. They are wider than any other city on the globe; the avenues ranging in width from one hundred and twenty feet to one hundred and sixty feet, while the streets range from eighty feet to one hundred and twenty feet.

"The area comprised in the streets, avenues, and public parks is considerably more than half the area of the city. In some of the streets a portion of the sides, in some others the centres, are improved as a public parking. Of the two hundred and thirty-three and one half miles, more than thirty per cent are paved with smooth paving, either asphalt, concrete, or asphalt blocks. The streets are lined with shade trees of elms and maples.

"Population in 1885, 203,459 (about one third colored); the assessed valuation in 1886 was \$234,039,436; of this \$113,803,090 government property is non-taxable.

"The net debt, \$21,279,600; rate of taxation, \$1.50 per \$100; one half the interest on the debt and half of the current expenses are borne by the United States.

"The District of Columbia is governed by three commissioners, appointed by the President of the United States. They perform the executive duties, the various departments of the civil government being apportioned among them. Legislation for the District is enacted by Congress. The District has courts of its own, the judges being appointed by the President. The people have no voice in the management of affairs. Thus is presented the singular spectacle of the capital of a great Republic governed by an absolute monarch. Still more singular, perhaps, is the fact that this is the best governed municipality in the United States."

Some of the beautiful squares, circles, etc., are, Lafayette Square, McPherson Square, General Thomas Square, Highway Circle, Dupont Circle, Farragut Square; the squares named from the memorial statues erected therein. These openings are very beautiful, and from these the streets and avenues radiate as herein described, from seven even up to eleven streets. The triangular inclosures between streets make very attractive residence sites.

Prior to the improvements, a few years since, in the northwest section the lands were occupied by a cheap class of residences and tenement houses, and extending to embrace the colored district, or often called "Shanties." At the time these improvements were projected the greatest opposition prevailed. The lands were valued at from \$300 to \$500 a lot. The owners were confident that the improvements would impoverish and ruin them from assessments and excessive taxation. The projectors of the improvement were confident that the improvement would justify the cost thereof. It was consummated; opposition was overpowered. We see the results in the vast and wonderful changes that have been made within less than five years. The same lots of land that formerly sold for the said \$300 to \$500, sold for \$15,000 to \$20,000, and all were practically enriched thereby. Some of the men having considerable possessions in lands who were most obstinate in their opposition were made very wealthy. Many of the lots fronting the squares sell for \$5 to \$7 per square foot. Lands near Lafayette Square have sold for \$10 per square foot.

The improvements have extended almost to the Boundary Avenue. The streets and avenues are built piped for water, gas, and sewers; they are curbed; trees planted, and asphalt road-beds laid in advance of any improvements upon the abutting lands.

Beyond the Boundary Avenue on Calorimer Heights from Connecticut Avenue, as also on Washington Heights (as yet in advance of any improvement of the streets), the lands that could have been purchased five years ago by the acre are now in the market by the square foot. In response to the general improvement in the city this land moved from three cents gradually up to twenty cents per square foot, where it paused a little more than two years ago. The feeling has obtained that it was too high and unjustified. It remained there but a short time, and recently it had reached the sum of eighty cents per square foot. These are stubborn facts. While they represent a somewhat exceptional condition, they are nevertheless believed to be justified from the nature and permanency of the improvements.

It is the principle, however, that I seek to establish, viz., that public improvements, *judiciously* and *wisely* made in any city, will most surely result in advantage to the community.

All men who have been continuously in business for the past thirty years know that the business methods have greatly changed, and they have, whether they liked them or not, had to conform to them; and there must be changes in the organization and methods of a community if it shall keep pace with the progress of the times. Of the general fact there can be no question, and all must sooner or later bow to the inevitable.

CHICAGO,

the Phoenix City of America, the commercial metropolis of the wealth-producing West, had

in 1840 a population of	4,479
1850	"	29,963
1860	"	109,206
1870	"	306,605
1880	"	503,185

It is situated on the west shore of Lake Michigan, nine hundred and sixty miles by rail from New York. The surrounding country is prairie land with a loam soil, and a ridge running north and south two miles or more west from the lake. The city has an elevation six hundred feet above the sea level, but only fourteen feet above the lake; when originally settled, it was but seven feet. Since about 1855 the streets have all been filled and the largest buildings raised without being vacated either for purposes of business or residence. The climate is healthful; the death rate twenty-three and one tenth as compared with Philadelphia, twenty-five and three tenths; New York, thirty-two and six tenths; Boston, thirty and eight tenths per one thousand inhabitants. The area of the city is 23,000 acres. Income of the city for 1886, \$14,803,571, being a valuation of about \$500,360,699.

It possesses one of the most complete systems of street railways in the world; the three divisions of the city operated by separate companies. The cars are used by about 200,000 persons a day.

Chicago is a port of entry and has a considerable commerce with Canada. The receipt of live stock during 1882 was as follows: 1,607,495 cattle; 5,817,504 hogs; 628,887 sheep; 13,856 horses; aggregate value, \$196,670,-221. There are twenty-four grain elevators, with an aggregate storage capacity of 23,623,000 pounds.

Land obtained from the government forty years ago for \$1.25 per acre is now worth \$10,000 per acre. Land sold in 1868 for \$50 per acre, resold in 1873 for \$1,500 an acre. Business property sold in 1865 for \$250 per foot, sold again in 1871 for \$1,500 a front foot. Another priced \$3,845 in 1866, sold in 1872 for \$100,000. The average value of land for business property is \$25 per square foot, while the highest record is \$52.80 per square foot.

The total trade of Chicago in 1850 was	\$20,000,000
1860	97,000,000
1870	377,000,000
1880	900,000,000
1887	1,202,600,000

THE GREAT FIRE OF 1871

in twenty-four hours destroyed nearly three and one third square miles of the densely populated city of Chicago. The large wholesale commission houses,

depots, and rolling stock of the various railroads, the stock and shipping, everything which helped to make Chicago the great commercial centre of the West, lay in ashes. Nearly 18,000 buildings were destroyed, the entire loss was estimated at \$196,000,000, of which \$53,000,000 represented the value of the buildings, \$58,710,000 the personal effects, and the remainder, business stock, produce, and manufactures of every description; upon which there was insurance of \$88,634,122, and of this about one half only was recovered.

The work of rebuilding the city was accomplished with remarkable rapidity. The most sanguine estimated it would require at least ten years to rebuild, but within three years the city was provided with buildings of equal capacity and of twofold value. The result has been to make new Chicago the most beautiful city in America in its burned centres.

The history of Chicago has indeed been a record of amazing enterprise, wonderful energy, and great achievements. The loss, though involving so much of sadness, hardship, and poverty at the time, has been probably more than made up from the superior facilities and the spirit of its people. "Passed through the fire," though a terrible ordeal, has been the means of quickening the spirits of many other communities.

Let us hope that our beloved city will require no such an awakening; but it should arise from its present lethargic sleep (refreshed it may be from this long season of repose), gird on its buckler, and press toward the front, never ceasing, never flinching, until she has established herself securely in the position which by all natural conditions we believe she is entitled to occupy.

THE PUBLIC PARK

system of Chicago is one of the most extensive in the world. Two parks are in the south division, one containing three hundred and seventy-two acres, and the other five hundred and ninety-three acres. The latter has a frontage on Lake Michigan of one and one half miles, and the two embrace fourteen miles of interior drives and thirty miles of walks. The larger of the two is to have a series of interior lakes connected with Lake Michigan and protected by a pier several hundred feet long, so that they may be reached by boats from the lake. The approaches to these two parks are two roadways each two hundred feet wide and known as the "Grand" and the "Drexel" boulevards. The former may be compared to the Rotten Row in Hyde Park, London; the latter is modelled after the Avenue L'Imperatrice, Paris, with a continual stretch of floral ornamentation in the centre. The west division parks inside the city limits comprise Humboldt Park, two hundred and twenty-five acres; Central Park, one hundred and eighty-five acres; and Douglas Park, one hundred and eighty acres.

The ornamentation is varied and elaborate. All these parks are connected by boulevards from one hundred and fifty feet to three hundred feet in width, which give a continuous drive of thirty-five miles. The parks are supplied with water from artesian wells.

In the case of Chicago it might be supposed by some that her position is

such she can have the business at any rate, but this is not believed to be true. They realize to the fullest degree that the liberal policy of the public improvements has done very much to strengthen their position, and extend their trade. That such is the fact there is but little, if any, doubt.

The statement of fact and the general conditions existing in the cities of Boston, Philadelphia, New York and Brooklyn, Buffalo, Baltimore, Washington and Chicago, have been exhibited for the purpose of showing what those cities have done in the matter of public improvements. It is in a direction towards which all enterprising and prosperous cities are moving. Can Providence afford to remain inactive upon these important matters? The evidences herein exhibited are well worth examination. The policy of these several cities has been subjected to the test of time, and the general judgment fully approves it.

I will now pass to the consideration of other interests that may be affected, touching upon some new features of those already considered, thence into a general review of the material facts and conditions, and a conclusion of the subject embracing such suggestions as seem to me fitting and proper for this occasion.

THIRD DIVISION.

IMPORTANT INTERESTS ARE INVOLVED.

The reference made to the several cities above named has been very brief, and sufficient only to indicate and call attention, with a few illustrations thereof, to the public spirit, rather than an exposition of their great works. The limit of this writing forbids a more extended review. The object is simply to call attention to them, and that we may, if possible, be inspired with the spirit that dominates them.

If I were to enter upon or attempt to portray the history of but a few of the innumerable great achievements in engineering and architecture which the spirit of these people has made possible, the pages of this book would not suffice to tell the story. It is the principle that underlies and permeates their life as a community, which this city of Providence needs so much. It is not alone in these cities that the evidences of the great spirit of progress are to be found. Go to any of the acknowledged centres of trade and commerce, or of manufactures, and you will find that which we have not. You will also find what perhaps all may not realize, that much of the vast wealth of this city is being employed to build up the enterprising and flourishing cities of the great West.

If the people in the West can afford to borrow from the Eastern cities the means wherewith to make their vast improvements, and pay eight and ten per cent for the use of money on short time, why is it that this city cannot afford some of these benefits, nay even luxuries, when they can be procured for the low rate of three per cent, three and one half per cent, or even four per cent upon fifty-year bonds? There is no disputing the fact that ten per cent investments upon good securities are tempting, and there is nothing which we suggest for this city that interferes with it. But it is a singular condition of affairs that our business men do not comprehend that improvements of the character so extensively entered upon in other cities would be of equal benefit to this city. Native pride alone should prompt us to do for our homes and our children far more than has yet been done.

Let us assume, for illustration, that the city of Providence adopts a policy of liberal public improvements, and determines that the interests of this city shall be placed upon an equal plan with those of Boston or any others herein cited, and that in pursuance of this policy a plan of improvements shall be arranged which involves an expenditure of \$5,000,000 within the next five years, more or less, according to the actual time required for the execution of

the said plan upon an intelligent and economical basis, but yet with energy in execution; the expenditure to be made only upon those lines which the experience of other prosperous cities has proven to be wise, viz., streets, harbors, boulevards, and parks; provision to be made to fund this indebtedness in bonds not less than thirty years, and those relating to parks fifty years. They can be largely placed at three per cent, but assume them all at four per cent interest. This would involve an interest account of \$200,000 annually, to be provided for by taxation. The present valuation of real and personal property is \$140,477,340, the rate \$1.50 on each \$100; the amount of present tax, \$2,107,160.10; to this add the \$200,000 annual interest on the debt, and the new rate would be \$1.64 $\frac{2}{10}$ upon each \$100, this increase being 14 $\frac{2}{10}$ cents. Now observe how this applies. The man who is taxed for \$100 pays 14 $\frac{2}{10}$ cents per annum; \$500, 71 cents; \$1,000, \$1.42; \$10,000, \$14.20; \$50,000, \$71; \$100,000, \$142; \$1,000,000, \$1,420 more per annum.

Will any man of practical business experience, or of good sound judgment, after careful consideration of this subject, pretend that this extra tax to be levied upon any interest from even the poor man's or the widow's estate to the millionaire's will be a hardship? Most assuredly not. But you say, "How is it to benefit the *poor* man who now has all he can do to pay his present assessment?"

I will tell you how. The expenditures of \$5,000,000 in this city will be very largely for wages paid to the people for their services. It helps at once to increase the population; they require houses to live in, and they must in turn pay out the larger part of their earnings to the store-keepers and to the merchants. The man who has land is enabled to sell, and the proceeds he in turn re-invests in some other line. The poor man receiving \$2 per day has only to increase the time he works, fourteen and two tenths hours, or less than one and one half days, to make the difference in his tax upon \$2,000, while all additional time above that is a clear gain. It is manifest that from the improved conditions and larger business there will result better opportunities to even the poorest man or woman. Now, there is another class of poor who do not pay tax upon \$2,000; these share equally in the opportunities which these improvements offer. Now proceed in the other direction and you cannot find an interest that will not be benefited far exceeding the additional tax laid upon it. These benefits will be infinitely greater than the burdens.

Very well, admit that the benefits to the people may be equal to the assessment for interest. But we have incurred a debt of \$5,000,000; what is to be done with that? It is equal to three and one half per cent of the total valuation. Yes, that is true, but it is no burden at all. Let this indebtedness run, passing to a sinking fund such sums as may accrue from the difference between the four per cent interest herein assumed and the actual rate at which the funds may be borrowed, and thus continue for a period of ten years, after which there should be annually placed to the credit of this sinking fund such sums as will extinguish the debt upon the maturity of the bonds. The result of such a policy as this, and the public spirit it will inspire in this com-

munity, will add 75,000 to the population of this city and increase its valuation, \$75,000,000, to probably \$100,000,000 within ten years from the time when these improvements shall be fairly inaugurated. After the ten years referred to, the taxation upon the increase of property, due to these causes alone, would produce a revenue of over \$1,200,000 annually. What then is a debt of \$5,000,000 in comparison with its resulting benefits? As heretofore said, and hereafter to be repeated, these improvements will increase the opportunities for profit to all classes, and will enable the business men of this city to largely add to their incomes; give opportunities for advancement to hundreds now employed upon salaries or at ordinary day labor. It will increase the exchanges in banks, the deposits in savings institutions. It will attract a larger number of visitors to the city, aside from those engaged in permanent occupations, and therefore greatly benefit the hotels. It will, in like manner, add largely to the business of stable keepers, it will increase tenfold the number of saddle horses. It will increase enormously the business of horse-car railroads and all other public conveyances, and so on; it will embrace all interests, equally the larger property owners whose rents for stores and other property would be so far advanced as to more than recoup the increase in tax.

This is not a dream. It is a condition of practical business affairs which should receive the candid consideration of intelligent people, who ought to realize that the public policy of this city has been a barrier to the development of its material interests, and, if continued, will expose these interests to dangers greater than may be imagined, the nature of which will be referred to in connection with other subjects. The importance of a change in policy cannot be overestimated. To a gentleman in this city, one who stands eminently high in the estimation of all persons as regards his great wealth, large experience and business sagacity, I said, "If Providence had ten per cent of the public spirit of Boston or ——" He immediately remarked: "If Providence had one per cent of the public spirit of scores of other cities outside of Boston, it would be of great advantage to her. The policy of this city is wrong, and ought to be changed."

Does it seem possible that the first representative legislative body for the Territory (now the State) of Ohio held its first session Sept. 24, 1799, and the first constitution for the State was adopted Nov. 29, 1802, only eighty-seven years ago, and that the Ohio valley marked the extreme western borders of our civilization? Since which time what vast, wonderful, and amazing changes have occurred! and amid it all, Providence has preserved its old landmarks, held steadfastly to its time-honored, and now decrepit, policy of "letting well enough alone," satisfied to dream away its time in the most wonderful sleep, of which Rip Van Winkle's is but a mere morning nap in comparison.

This is not an idle fancy; it is not a play upon words. They are living facts. They will stand the most searching investigation. No single individual is responsible for them. No single man lives who can change them. It is the work of a community, but each citizen thereof should now determine he will do his part. If the business men, those even who are in the management of

the commercial manufactures and industrial interests of this city, will come to the front, they can transform this city into a condition of business activity, profit, and pleasure that the most vivid imagination has scarcely conceived the parallel of. Do not rest in the feeling that there are no opportunities except in the great West. They lie right here at your own doors, if you will but employ the requisite means to gather them.

WHAT ARE THE PROSPECTS FOR YOUNG MEN IN PROVIDENCE?

This is a question of very great importance, and is deserving of the most thoughtful consideration. It is a matter which comes home to nearly every family in this city. There are many who can answer it from their individual experience. How many young men have gone out from their homes, leaving the city of their birth or residence to go to Boston, New York, or to the far West, for the reason they could find no openings in Providence that satisfied their ambition? Let us suppose this city to be in as highly prosperous and in as thrifty a condition, with widely diversified interests of commercial trade and manufactures, developing and growing with that healthy and spontaneous growth to be found only in the great centres of trade. Do you not suppose that the opportunities for young men would be vastly better than they are to-day or ever have been in the past? I have had the opportunity to witness this state of affairs for many years, and to become acquainted with the feelings of young men and the parents. There is a marked distinction between the school days of a young man and the first one, two or three years of his experience in business. I feel justified in giving much stress to this subject, because I know there are but few homes without young men who must meet the same conditions and pass over the same ground as those who have gone out into the world before them.

There are but limited opportunities in the city of Providence as compared with many other localities. If this city were all that she could reasonably hope to be, then there would be still the regret that young men must leave here. But at this point it must be recognized that Providence has not utilized the great natural advantages of her position. If she had, there would be, as already stated, a population of 300,000, with business opportunities for not only her young men, but in a like degree the opportunities would be multiplied and greatly enhanced for all men, as in fact all above the plane of ordinary labor or the trades are upon exactly parallel lines as regards opportunity. Providence is a city of great wealth, but it is by no means as prosperous as many others whose valuations per capita are very much less. The distribution of this wealth is upon an entirely different basis. There are some very wealthy, there are but few very poor. All are in an exceptionally comfortable condition as to life.

Providence stands fourth in the list of per capita valuations, surpassed only by Boston, New York, and San Francisco; while in the valuation of States, Rhode Island, per capita, leads New York, and takes third position, California

being first, and Massachusetts second. The per capita valuation of Boston, after deducting the total funded and floating debt, is about sixty per cent larger than Providence.

Boston has a population three and one fourth times larger than Providence, while her valuation, after deducting the net debt of \$25,824,300, is five and one third times as large as that of the city of Providence. Rhode Island heads the list in the largest percentage of savings-bank depositors in ratio to its population, and second only to California in the average due each depositor.

A few tables of useful information are given herein, from which may be gathered the above, and they indicate a very comfortable condition of life in Rhode Island; and also show the remarkable progress of the times in which we are now living, as indicated by the rapid growth of railroad interests, telegraphs and telephones, and values of the industries of ten selected States, etc.

These, however, while they indicate the results mentioned, do not disturb the important fact regarding the position herein assumed. The city of Providence is wealthy, but far less than it ought to be. It is a community of comfortable homes, with a large proportion of its active business men in comfortable circumstances. These men are the equal in point of ability of any that can be found in any of the cities herein named, but they have been circumscribed within limits that have not permitted the commercial growth that we find elsewhere. It is not an infrequent remark that lands for residences ought not to be worth more than one dollar per square foot, for the people in any considerable number are not here who can afford to pay more. I have no doubt there is much truth in this statement, but it ought not to be so. In Boston, upon Commonwealth Avenue, lands are worth twenty dollars per foot, and in other parts, as well as in other cities, the lands sell for from two to six dollars per foot.

If the opportunities for business in this city were equal to many others, then the incomes of our business men upon the average would be multiplied two, three, or even five times. Young men could then find as good opportunities at home as abroad. There is no single feature of this subject deserving of more serious consideration than this. Many a son (and daughter) has left this city because there were no openings for *young men* in Providence. There are some — a limited number — of good positions, and they are generally filled; but every one of these would be better if the operations of business were more widely extended. Upon the same principle, the interests of every class in this city would be improved. There are scores and hundreds of workmen who have the experience and capacity to occupy better and more lucrative positions than they now do, but this is their home, and they remain, just the same as others now engaged in business of their own. There are not present in this city to-day, nor have there been, any conditions or business opportunities adequate to fire and arouse the spirit of an ambitious man. The feeling exists all around that they can do all there is to be done and not "half try." There is, unfortunately, too much of this true.

Is it right that this state of affairs shall continue longer, if there are means

within reach to improve them? There must be a beginning, and there is no better thing to do than "to begin" at once. The first step must always be taken and let the others follow in natural succession, guided by good, intelligent judgment, and based upon economical business principles.

This is a question for the people of this community to consider, and it rests with them entirely whether the city of Providence shall continue in the ruts as at present, a full generation behind the times, or shall now move to the front and assume the position which by every consideration of natural advantage she ought to occupy. It is not complicated; it is a simple matter. Let the business men of this city do their duty and all will be well.

GENERAL OBSERVATIONS.

As business men and citizens generally, in whatever occupation you may be engaged you devote yourselves with all possible effort, and earnestly strive by the employment of every legitimate means to advance your interests or those with which you may be intrusted. The universal endeavor is to improve your condition. If you encounter difficulties, you find a way to clear them from your path. You do not stand so much upon the order of going as upon the principle "get there." All men of experience know that whether in the lines of business, professions, or in the trades, success comes only to those who pay the full price therefor.

The truly successful man who has attained his rank and position through his own efforts has not counted his time, nor measured his efforts, other than to put all of the work possible to be done into the hours at his command. This will apply to a good many in this community. A larger percentage of able men cannot be found than in this city of Providence to-day. But the policy of this community has been wrong, notwithstanding. Far be it that I should disparage this city or its citizens. I have too much love for the first and too much esteem and respect for the last; neither would I be understood as saying that Providence is not a prosperous city, for in the common acceptance of the term it is. It is now one of the wealthiest cities in the United States. But I do claim, without fear of successful contradiction, that it is by no means as prosperous as it might be, or would have been if the same means were employed as have been in the case of those cities herein cited as objects of comparison. If the business men would give the same attention and interest to the affairs of a public nature as those referred to in other cities, there would be such a transformation in this community as can be scarcely realized. Every conceivable condition of natural advantage favors the city of Providence. The only thing required is that the "get there" spirit shall be infused into this community. You have this in your own private business, why not then in matters of public concern?

If the conditions herein stated are truthful representations with respect to the city of Providence and the several other cities which have been named, then it seems to me it is very important that the material facts relating to them

should be exhibited. The experience of many other prosperous communities is in the same line with Boston, New York, Brooklyn, Philadelphia, Baltimore, Washington, and Chicago. The city of Providence stands alone as completely and as wholly independent as regards a public-spirited policy of liberal improvements, as if she were now an island in mid-ocean. There has not in the past existed any settled policy. There has been lacking a just appreciation of the influence which public improvements exert toward the development of the varied interests of a community.

IS IT NOT THEN HIGHLY IMPORTANT

that we should at once give due consideration to this subject, that we may know whether we are in the right or wrong respecting the policy that has heretofore prevailed? If we find that other cities have been more prosperous than ours, ought we not determine to know the reason for this? If, as is herein exhibited, we discover they have adopted a policy of liberal public improvements, and after several years of experience they confidently express their conviction that the course they are pursuing is greatly to their advantage, is it not good evidence that a similar policy would be of great benefit to our city? If we have been at fault, I believe it is a plain and simple duty which devolves upon every citizen to contribute his mite and be willing to bear his fair and just part towards the accomplishment of results that shall place our city in a foremost position, which, by every consideration of natural advantage, she is justly entitled to occupy.

I conceive this to be not only our duty, but tends in the highest degree to our mutual advantage, and to the advancement of our individual interests.

PUBLIC IMPROVEMENTS NOT A TAX.

The service to be rendered through the organized authority of a city government, and the expenditures necessary to be made, or what in Providence might be called "extraordinary public improvements," under liberal policy, is a comparatively light tax upon property; but when we consider this subject fairly and in its true relation to the benefits that are sure to result, it is not a burden or tax at all. It is the most important service that can be rendered. Liberal expenditures in public improvements form but a small part of the grand total of expenditures which are made as a result of these improvements. Certain important conditions are prerequisite to the full and unrestrained development of the widely diversified interests of a community. These prerequisite conditions embrace works strictly of a public nature and such as private enterprise cannot deal with, but without which it is impossible for private interests to prosper, since they are unable to compete with other cities having these advantages. This is in accord with the most advanced thought now prevailing in the leading and prosperous cities and centres of trade all over the civilized world.

BUSINESS MEN OF PRACTICAL EXPERIENCE,

why not give a small part of your time and earnest effort to the consideration of public affairs? As a matter of business, can you afford to neglect this duty of citizenship? You would not permit the erection of an important and expensive superstructure without knowing something of the character of the foundations upon which it was to be placed. The public interest is in a very important part your own individual interest.

The conditions necessary to be determined by the public authority are as plain and simple, and yet as important in the effects upon your individual interests, as the warp threads drawn into a Jacquard harness are to the construction of a woven fabric. When these preliminary but necessary conditions are determined, the mechanism of private enterprise manipulates the threads, pushing the shuttle to and fro, and laying the weft of individual interests into the most wonderful combination of form. The result, like the intricate pattern from the weaver's art, is a lovely figure perfectly developed but equally alike dependent upon the foundations into and upon which it is wrought.

Can your private interests thrive and prosper as they might if the conditions existing in this city were as you could wish? Our individual interests are more closely interwoven with the policy of this city and the conditions which that policy has determined, than we ordinarily realize.

There are no indications of that kind or degree of prosperity and growth which are manifest in many other cities, while there are evidences of unrest and dissatisfaction more or less prominent.

One of the most active and enterprising business men of this city remarked a few days since: "Providence is more than thirty years behind the times. If I could dispose of my business and sell my property I would leave this city. There are no opportunities here for a live man." Opinions similar to the above are by no means rare; and still there is another view which I trust represents a small minority.

The remark was recently made by a gentleman of considerable prominence: "I am opposed to this improvement from principle. It is possibly a good thing, but the city of Providence cannot afford it." I have very serious doubts as to whether this remark may not have been made as a "jest," for I have always had a high regard for his intelligence. If he had said that Providence would not do it because she does not believe in it, it would have been more in line with the thought current in this community in former times. I have had occasion to modify my views respecting the sentiment of many people in this community of late. I have found a spirit as fully appreciative of the value of improvements, and the great need of them in this city, as the heart can wish, and I believe this sentiment will be found to exist in a larger measure than any of us have been aware of.

Even among those who are always in opposition, I am willing to believe it is from honest convictions. They are unable to see the advantages to be

derived, simply for the reason they have not studied the subject. Surely no reasonable man can, after reflection, have objections without giving his reasons ; and if his opposition is from honest and sincere motives, the chances are he will listen to reason, and if he will investivate the subject candidly without prejudice, I feel confident he will acknowledge that in regard to this question he is in error.

This thought is suggested by the remark of a person who is outside of the limit of assessment, but who was alarmed and did not want the city to incur any expense that should go into the general tax. I made it plain to him in a moment, and he then understood that his share would not be a burden.

For illustration : the amount assumed as the city's share as shown in estimate is \$62,186.64 ; then the man who is

assessed \$100 pays04	$\frac{79}{100}$
those assessed \$1,000 pay47	$\frac{9}{10}$
“ “ 10,000 “	\$4.79	
“ “ 100,000 “	47.90	
“ “ 1,000,000 pay	479.00	

The reasonable probabilities are that the improvement will cost considerably less than the estimate. Think for a moment of a man assessed for any one of the above amounts, or fractions thereof, who could object to being taxed for such a work as that in contemplation. There have been cases where men have opposed such improvement, who if their time were worth to them one dollar per day, would expend several times the amount of the assessment or tax in their opposition. I think this sometimes occurs through a misapprehension of the facts.

A gentleman who resides in New York owns a large amount of real estate in Providence. He was introduced to me a few days since ; he desired to make inquiry concerning the improvements proposed for Greenwich Street. He had about decided to sell his property. He had held it until interest and taxes more than equalled the principal. Subsequently he informed me that he had decided to wait a few months and see if a change were to be made.

Another gentleman (a non-resident tax-payer), who has travelled much, is very well informed. His property is fairly productive, but he believed the change would be of benefit to all interests. His taxes were increased not long since, and he accepted it with satisfaction, regarding it as the first evidence he had seen for a long time of an increase in the valuation of real estate. He has since then, however, been unable to realize the increase of values. This is not an isolated case. There is a good deal of real estate in this city, and especially upon Greenwich Street, that has deteriorated and will not sell for so much as ten years ago.

. There is still another class, embracing a larger number than persons who have had no occasion to investigate the subject can realize, comprised of business men whose aggregate of taxes upon personal property is an important item to the exchequer of this city's accounts. I have been surprised

to learn that they have seriously contemplated changing their residence and going into the country, thoroughly dissatisfied with the slow, narrow, and penurious policy of this city respecting important public improvements. Evidence of the nature of those I have cited can be found in greater abundance than I had imagined. The movement now in progress is bringing this feeling into sight. There is a deeper seated feeling of general unrest and dissatisfaction in this city than has appeared upon the surface. These are significant facts. They are matters well worthy of serious consideration.

The similarity of minds is a singular phenomenon. A new invention is brought out: the inventor believes he is the only person in the world who had given attention to the subject. To his surprise several others appear almost simultaneously.

A community is quiet. There has been no agitation or discussion. A subject is presented; if it is a matter of substantial interest, investigation will develop the fact that the same influences have operated upon many minds, gradually bringing them all into a similar line of thought. It happens that a single person may be the first to move or change thought into action and give it tangible form or expression. If it is a subject that finds general favor, it is evidence that the feelings of the people have been tending, even though unconsciously, in that direction. They are prepared to receive it. I believe this state of feeling exists in this community at the present time with respect to general public improvements of the nature proposed for Greenwich Street.

RAILROAD TERMINAL FACILITIES.

The city of Providence needs railroad terminal facilities more than any other single improvement at the present time. A just consideration of the business interests of this city requires that these shall be consummated with the least possible delay. It is impossible to compute the loss to this city during the past eighteen years due to these inadequate accommodations for business. On the other side, who can estimate the benefits which would have accrued to this city during the same period if such important facilities could have been provided? The difference represents many millions of dollars.

If the improved facilities of the Broad Street station in Philadelphia, arranged to provide for many years of efficient service, became inadequate and outgrown in five years, what might the result have been in Providence? Surely this is a matter that in the interest of this city, and also the railroads concerned, ought to be pushed with the greatest effort.

The sewerage is a very much needed improvement, and ought to be completed as early as possible to an extent that shall properly provide for all present requirements both in consideration of the public health and the business interests.

PUBLIC PARKS.

Improvement of the public parks, and the extension of them to such an area as after due and impartial consideration of the subject shall be found expedient, should begin as soon as possible, making such enlargements and pro-

vision for the future growth of population as shall place this city in a position of equal advantage with any other. Provision should be made for a system of parks that shall afford accommodations for the people upon the east side, and also in the Smith Hill section. There ought to be in each of the two localities last named a park of not less than one hundred acres, more or less, according to the site available; and it is clearly for the best interests of this city to secure them while they may be obtained upon reasonable terms. The Roger Williams Park ought to be enlarged to embrace *not less* than four hundred acres and made the rural park of this city.

A SCENE IN DUNHAM PARK.

The following is an account by Mrs. Gaskell of the poorer sort of the humblest work-people of Manchester, England, and is drawn from life, as any one chancing to be in that town on a fine summer holiday may test. "Abating something from the grandeur of the trees, similar scenes have been witnessed during the past summer in the new Brooklyn, Buffalo, and Philadelphia parks, and in the yet hardly begun Beardsley Park of Bridgeport." It should be a question of but short time when they shall be seen in the Roger Williams Park.

"He was on the verge of a green area, shut in by magnificent trees in all the glory of their early foliage, before the summer heat had deepened the verdure into one rich monotonous tint.

. . . And hither came party after party, old men and maidens, young men and children. Whole families trooped along after the guiding fathers, who bore the youngest in their arms or astride upon their backs, while they turned round occasionally to the wives, with whom they shared some fond local remembrance. For years has Dunham Park been the favorite resort of the Manchester work-people. Its scenery presents such a complete contrast to the whirl and turmoil of Manchester. . . . Depend upon it, this sylvan repose, this accessible quiet, this lapping the soul in green images of the country, forms the most complete contrast to a town's person, and consequently has over such the greatest power of charm. . . . Far away in the distance, now sinking, now falling, now swelling, and clear, came a ringing peal of children's voices, blended together in one of those psalm tunes which we are all of us familiar with, and which bring to mind the old, old days when we, as wondering children, were first led to worship 'Our Father' by those beloved ones who have since gone to the more perfect worship.

Holy was that distant choral praise, even to the most thoughtless; and when it in fact was ended, in the instant's pause during which the ear awaits the repetition of the air, they caught the noontide hum and buzz of the myriads of insects that danced away their lives in the glorious day; they heard the swaying of the mighty woods in the soft but resistless breeze, and then again once more burst forth the merry jests and the shouts of childhood, and again the elder ones resumed their happy talk as they lay or sat 'under the greenwood tree.'

But the day drew to an end; the heat declined, the birds once more began their warblings, the fresh scent hung about plant and tree and grass, betokening the fragrant presence of the reviving dew. . . . As they trod the meadow path once more, they were joined by many a party they had encountered during the day, all abounding in happiness, all full of the day's adventures.

Long-cherished quarrels had been forgotten, new friendships formed. Fresh tastes and higher delights had been imparted that day. We have all of us our look now and then

called up by some noble or loving thought (our highest on earth) which will be our likeness in heaven. I can catch the glance on many a face, the glancing light of the cloud of glory from heaven, which is our home. That look was present on many a hard-worked, wrinkled countenance as they turned backwards to catch a longing, lingering look at Dunham woods, fast deepening into blackness of night, but whose memory was to haunt in greenness and freshness many a loom and workshop and factory with images of peace and beauty."

WHAT HAS THE CITY OF PROVIDENCE DONE

in the matter of park improvement as compared with what it ought to do? The Roger Williams Park was devised to the city by Betsy Williams in 1871, and contains one hundred and four and fifty-six one-hundredths acres, to which were added by purchase of the city in 1886, one hundred and twenty-three thousand six hundred and ninety-one feet, or about two and eighty-three one-hundredths acres. Other park lands, including squares, amount to nine and six tenths acres; making a total of one hundred and sixteen and ninety-nine one-hundredths acres, or eight hundred and fourteen one-thousandths (a little over three fourths of an acre) per 1,000 inhabitants. The total outlay on Roger Williams Park has been \$240,235.08 in a period of eighteen years, or about an average of \$13,300 per year. The contracts for the present season amount to \$41,820.56, showing a very commendable spirit of advancement.

If the city of Boston can expend \$7,500,000 in about fifteen years and finds it profitable, ought not the city of Providence to make a very considerable expenditure in the same direction? It is but reasonable that a policy should be adopted that shall give to the people of this generation some of the pleasures of parks and park-ways at a cost relatively lower than if the same were made by direct taxation. The expenditures involved should be funded in long-period bonds at a low rate of interest. Can it be imagined that this policy applied upon a basis of liberal expenditure is unjust? Most assuredly not, for they are investments made not only for the present but, in the most important part, for future generations. The parks require many years to develop, and they become more valuable as times progresses. It is, or is believed to be, the best service that can be rendered to the generation to follow.

The city of Boston has funded her park indebtedness in fifty-year bonds at a rate of three per cent interest. Under such a provision as this the tax would be very light, and the improvements resulting from this policy would enable the entire debt to be extinguished from the increased valuations and the investments that would be made due to this influence.

These are conditions that are recognized at the present day to be absolutely necessary to modern city life. They have been proven to be in the highest degree profitable investments. There are no cities to be found that have taken the step forward in this direction which could be induced to retrace it; while in many instances they have become so firmly convinced of its value to the best welfare of the people as to have made very considerable additions.

The lands for parks should be secured while it is possible to do so; the improvements of them can proceed at such rate as future experience may show to be practicable.

BOULEVARDS.

Another and almost equally important matter is the subject of boulevards. A plan should be devised for a system that, like the parks, should be upon a basis suitable to the demands of the times. It is not necessary that large expenditures for them be made immediately, but they should be designed so that all future improvements may be made to conform to the general plan.

The improvement of Greenwich Street, while it is imperatively needed to relieve an important street and save from almost irretrievable ruin a section of exceeding value to the future development of this city, may also be considered as the first step taken in the matter of providing suitable drives for pleasure travel. For this reason alone it would justify the favorable action of the city government; for it should be remembered that this city has made a large expenditure in the construction of Reservoir Avenue which can be made of far greater value to the people of Providence after the improvement of Greenwich Street, as they would then have a way of approach to it through a central boulevard of singular beauty. The great attraction that this will have for pleasure seekers will immediately make available the investment made many years ago upon Reservoir Avenue. This avenue at some future time (and it ought to as early as practicable) should be completed as a Macadam roadway to the reservoir. At the reservoir there should be constructed a beautiful drive (encircling the same) of not less than one hundred and fifty to two hundred feet wide, with two rows of trees, presenting a sight as beautiful as the Brooklyn "Concourse" or the "Greeting" proposed for Franklin Park, Boston. Imagine the beauty and magnificence of this drive of about three miles, terminating in such a delightful spot!

From the high elevation of this reservoir site the visitor would be refreshed in both body and mind, and if he has a soul to appreciate the grandeur of beautiful scenery he would then find here his heart's delight. To the south lies the beautiful valley of the Pawtuxet; immediately in the foreground, to the eastward, are the State Reform Schools and its other institutions; turning farther to the east, the beautiful waters of the Narragansett Bay come into view, over and beyond which will be clearly seen Warren, Bristol, and the city of Fall River. As you continue the circle there comes into view the beautiful panorama of the city of Providence and its suburbs; sharply defined against the northern horizon is its eastern border, while here and there and over yonder rise in majestic beauty the domes, spires, and steeples of the city, bathed in beautiful sunbeams, reflecting their golden rays upon the rich verdure of majestic tree foliage, beneath which rest in peaceful quiet the homes you love so well. It is a charming spot. The tourist may travel far and wide and search in vain for a retreat more delightful than this.

How long do you suppose such an opportunity as this would lie idle and unimproved were it within *ten* miles of the city of Chicago? Do you imagine

there is a commercial city with a per capita valuation of two thirds that of Providence that would neglect these simple and comparatively inexpensive improvements, — inexpensive when compared with the great and almost immeasurable benefits they confer upon the health and general welfare of a people?

I am not unmindful of the fact that these are rather broad views for immediate acceptance in this city of Providence. But it must be understood that if the matter is new in this community it is not a theory or speculation, or a thing to be tried or experimented with. It is a subject that has been proven by many other cities, and the testimony they render is overwhelming in its favor.

I would have it plainly understood that I do not counsel reckless extravagance, nor a course that is unjust to any interest. But the suggestions and recommendations are clearly within the lines of what many other cities have done, and the general verdict is one of warmest approval. In many instances they regret that they did not go further. Then why may not we move upon the same line and secure for ourselves some of the benefits similar to those which have resulted to others?

GREENWICH STREET OR THE NEW ELMWOOD AVENUE.

The importance of this matter to the many and varied interests cannot be overestimated. To the judgment of those persons who are at all acquainted with the conditions which exist in any prosperous city in this country, I submit the question: Do you know of any community that would permit such an opportunity for improvement as this to pass? It is impossible for you to find a case exactly parallel of a main or central avenue of public travel upon a plane of acknowledged respectability, where changes are so much needed and yet so little appreciated, and where so vast and even wonderful improvements can be had for such a small expenditure. I have the highest regard for all who have signified their opposition, and I respect their opinions; but I know, or at least believe, they are wrong; they are pursuing a course that is of great injury to their individual interests; while if they should succeed in defeating this improvement, it will be an injury to all of the interests of this city and to this people of such magnitude as they can scarcely comprehend.

The responsibility assumed by any persons to hinder, obstruct, or defeat improvements at this stage in the world's history is such a one as ought to be most seriously considered. I have no hesitation in affirming that the opposition from every candid and honest man must proceed from inadequate knowledge of the circumstances, conditions, and the universal experience of other communities, which have in innumerable instances demonstrated the fallacy of all the arguments I have had opportunity to learn as forming the basis of their objections. Is it not a *duty* that all men owe to their fellow-citizens and the community in which they live, to move *cautiously* when in opposition to public improvements *so important to the welfare of a city* they find themselves in the minority? Is it not a *duty* incumbent upon them to make careful inves-

tigation? Does not the principle in law which gives the majority the power, also imply a *moral obligation* on the part of a minority to yield their judgment? The duty of citizenship to the State or nation is accompanied with serious obligations; individual property is held subject to the pleasure of a majority of the people through their representatives, to be levied upon for improvements and the advantage of the public welfare. Even the lives of its citizens are held subject to and for the defence of a common country. The principles involved in the duty and obligation of the citizens to the State are merged with at least as great *moral force* in the duty and obligation of the citizen to the public welfare of the community.

The conditions existing in this city to-day are such as to justify the most serious and thoughtful consideration of every good citizen. It is not a subject which admits the careless and indifferent treatment that may have been justifiable in earlier times, when the policy now so universal was in the stages of experiment. The world has passed into an era of wonderful development, crystallizing the conditions of life and the civilization of the times into each period and circle of its growth, holding with tenacious grasp each forward step in its advancement. It ought to be a matter of common knowledge as to what is going on all around us in regard to the great and important problem of internal improvements and their relation to the material interests of a community.

Men may shield themselves beneath the technicalities of a subject and contend for their rights to individual opinion, which right none should question; neither would I impugn the motives that may actuate them. I have faith in the better elements of human nature. I will simply ask every reasonable and honest man calmly and without prejudice to consider the testimony that is within the reach of all who are disposed to examine it. The material facts herein presented are but the fragmentary crumbs that have been gathered, as compared with the vast and almost unlimited storehouse of information available to those who desire it; but I believe sufficient evidence has been presented to convince the average mind of the great importance of a radical change in the policy of this city. It is a great, nay, even a terrible misfortune, that this city, possessing so many natural advantages (located upon one of the most beautiful spots on earth that the eye has ever seen, inheriting as it were by its very birthright a sceptre susceptible of development into almost royal power in its relation to the welfare of a people), should utilize such a very small part of them. The only element lacking is the will and spirit of this people. All must admit that a better condition than now exists is desirable; very many believe it is imperative that there should be a change. Why then should there be hesitation or doubt? Each season of delay simply adds to the difficulties and complicates the matter. There can never be a better time than the present to begin; there can never be found a work better calculated to illustrate the value of improvements than the one now proposed. The result would justify an expenditure of three times the estimated cost, if it were not otherwise possible. There is not a particle of doubt about it. To those who are unable to believe this, I say, with all respect, it is because you

have not studied the subject and examined with care the evidence. There is not a single individual, I care not what his present circumstances may be, but will be benefited more than tenfold any possible assessment.

IS IT A HARDSHIP FOR THE POOR?

I am fully sensible of the attractions and peculiar charms of "home." But the associations of a locality are not the essentials of a home; these are made up within the family. The above conditions and the assessments upon small estates have been cited by some as illustrations of the hardship this improvement will involve. Let us see if this is not a mistake. For illustration: suppose a mechanic has procured a home upon one of the side streets within the area to be reached by this improvement. He has a small lot 40 x 80; the land, assume, cost thirty cents per foot, 3,200 feet, \$960. The improvement consists of a cottage house costing \$1,800, making a total of \$2,760. Upon this assume there is a mortgage of \$1,200, the interest, \$72, taxes, \$37.50. Insurance and total interest upon the investment make the rent nearly \$200 per annum. As has been claimed, he finds it difficult to meet his interest and taxes outside of the support of his family, and he knows of no way by which he can meet a further burden. Now suppose he were to be offered an advance of \$500 above the cost. He begins seriously to consider if it is not to his interest to sell. Not quite convinced, he declines, and the offer is advanced to the sum of \$4,000, for that which cost him \$2,760. He says immediately, "Mother and children, it is best for us to sell. I am enabled through this to make clear the sum of \$1,240. I will then have \$2,800 clear, or nearly double what we had when we bought this place. We can find another home equally as pleasant that we can buy and upon which there shall be no mortgage. It will be all our own." Who will doubt the course this family would pursue? Is there any hardship involved? On the contrary, would not the conditions cited for this family make many others happy? Most assuredly it would. Now, the conditions sure to result from the improvement we propose for Greenwich Street will produce the nearest parallel to this of anything you can imagine as likely to happen in this city. The largest possible assessment likely to be made upon such an estate as above cited for illustration would not exceed the sum of \$75. This principle applies with equal force to all interests within the area to be reached by any assessments.

The reasons assigned by a few that their objections are principally from the fear of an increase of the regular tax to result from the higher valuation are, I think, not well taken. If men could suspend the natural laws, or hold them in abeyance to meet their caprice, or stop the beat of the time pendulum to move only to measure the time as suits their pleasure, then it might be well for them. But if we would have the best conditions with regard to all things of life we must take them and make good use of them as they come to us. We have too many illustrations of the advantage which accrues to men by the increasing value of their property to be able to comprehend why they should object to it. If a man's circumstances are such he can scarcely afford it, can

he be sure that the advance may not be just the condition needed to save his family if he should be taken from them?

The objection has been raised by a few that the improvement does not go far enough, that it ought to proceed at once to the Park. I should be much pleased to see it thus extended at once, for I know it is all in the right direction, and the more of this particular work, the greater will be the benefits. But it has been thought to be wise, in view of the general indisposition for this kind of work, that the improvement should be asked for Greenwich Street first. This will relieve the greatest pressure, accomplish a great improvement, and will be sufficient to demonstrate clearly the value of the investment. This is sure to result in such marked advantage there will be little doubt as to the remainder. It has been suggested that the extension of Dexter Street will so relieve the travel as to render this improvement unnecessary. This is not true. Dexter Street will undoubtedly relieve Greenwich Street from much of the heavy teaming, and largely remove many of the objections of the objectors. There is one class of teams that the street ought to be relieved of at the earliest possible moment by resolution of the Council. This traffic should be conducted only between the late hours of evening and sunrise on the following day. Surely no reasonable man ought to oppose an improvement of Greenwich Street from selfish interests. In the consideration of this subject an important fact should be kept in mind, that this improvement makes available, as never before, an investment made years ago of nearly fifty thousand dollars upon Reservoir Avenue.

BOULEVARDS ARE NOT FOR THE RICH ALONE.

The objections to this improvement upon the ground of hardship to the poor man, or as being a boulevard for the rich man to drive upon, are so far from the truth that an answer could scarcely be supposed to be necessary. Does any one imagine that the poor people of Providence are so dull that they cannot distinguish what is for their advantage? Are the avenues and boulevards of any city not public property? Are the poor so insensible of pleasure as to be unable to enjoy the pleasures of a beautiful avenue? Is not the aggregate of pleasure to the two classes, rich and poor, somewhat in the proportion of numbers? Does any one suppose that it is only the rich who can enjoy the pleasures of a carriage drive over these boulevards? Go to the keepers of livery stables for information upon this subject. Go to the Park of a Sunday and see the proportion of the rich and poor who are indulging in these pleasures.

Oh, no! The pleasures of fine avenues, boulevards, and parks, and the attendant blessings of sunshine, shade, and the balmy air loaded with the rich fragrance of flowers, herbs, plants, and shrubs, the rich and poor all share, and share alike. Are not the provisions made for these improvements and the expenditure of the public funds far more to the advantage of the poor than to the rich? These inestimable blessings to the *poor* are being liberally provided in all of the important cities of the world except in this city of Providence. They are in the very best sense a blessing to the poor man, his wife and children.

The improvements proposed for Greenwich Street, if perfected, will make this avenue one of the most beautiful that can be found in the world. The most famous among them all, and those most frequently quoted for their great beauty, cannot surpass it. The views herein are true and faithful illustrations, but the reality will be far superior. Have you ever seen a painted canvas of grass, shrubs, or flowers that could be compared to the realities in nature? In what, then, do the poor people not share in this wonderful improvement? Have they not eyes with which to behold the beauties that surround them, and ears to be refreshed by the music of the birds? Are not all their senses of body as susceptible of pleasure as the rich? Can you imagine how the people who may ride upon the horse-cars can be other than in constant delight, no matter whether poor or rich.

Think of the vast number of women and children who ride over this line on their way to the Roger Williams Park. Imagine the supreme pleasure which this privilege affords them. Provision will be made for the cars upon independent lines, isolated from all contact with teams, no splash of mud to begrime their faces or soil their garments, close under the shade of adjacent trees, riding upon a road-bed so smooth and level such as they have never before known, because there are no teams or vehicles to disturb it. Electric motors instead of horses admit of a concrete road-bed from which there is no dust. The wonderful beauties of this avenue will be a revelation to this community that will surprise even its most sanguine friends. Apart from the pleasures of a quiet and retired ride upon the cars as just described, do you not suppose that the roadway filled with beautiful equipages, handsome turn-outs, and pleasure carriages of all descriptions will be a pleasant sight as seen from the cars, adding thereby further pleasure to all? It would indeed be a "thing of beauty," a "joy forever." There is no fear of exaggeration. The one half can never be told, much less appreciated, until it shall become an accomplished fact, a reality. The increase of travel upon these horse-car lines will be doubled, it cannot be otherwise, while the carriage and pleasure driving will be tenfold greater than at present, all of which can be abundantly accommodated. The whole of this will be a sight to be admired by residents upon the line.

The advantages to accrue from this improvement are not one half enumerated. Think seriously upon this subject and consider that this improvement means the reclamation of important interests and the addition of millions of dollars in the value of real estate in one of the sections of this city most important to its future welfare. It is worth to the people most immediately concerned more than tenfold the total cost within two years from its completion. It is worth a hundred-fold to all of the interests of this city of Providence. The interests of the Union Railroad Company have been stated in the most moderate terms. It would be substantially a park through the entire line from Trinity Square to the Roger Williams Park. Imagine this avenue to be perfected as proposed, and it were suggested that a change be made to restore and save the lands. Do you suppose that a sum ten times, nay even fifty times

larger than any possible assessment now in prospect would satisfy these abutters or the people? Most assuredly not. It is clearly, from every conceivable point of view, one of the most important improvements affecting a large area and a wide diversity of interests, and confers larger benefits as compared with the expenditures involved than has ever been presented to the government of this city for their consideration.

ARE WE SURE OF RETAINING THE INDUSTRIES ALREADY LOCATED IN PROVIDENCE?

This is a question involving consequences of a nature far more serious in their relation to the interest of this city than may be even imagined by the larger number of citizens of Providence. Has it not occurred to those of you who are acquainted with the general conditions of trade and manufactures that we may lose some of the business interests now located here? There are varied and innumerable combinations now forming all over the world, through pooling of interests, tending to concentrate and centralize important industries under the management of powerful corporations and syndicates. As a result of this system very many locations and plants will be abandoned, enticed by the inducement of larger profit, or compelled to join in the movement through influences so powerful they cannot be resisted. I think that these conditions are greatly to be regretted, and that they are in danger of being so extended as to result in possible disaster and great misfortune. But what shall or can we do about it? Clearly but little more than to strengthen our position as all other important centres of trade are doing. This implies that we must adopt a policy of liberal public improvement and put the city of Providence upon a plane of at least equal advantage with all other competing cities, and by just so much as we have natural advantages superior to others, all conditions respecting the efforts of our people assumed to be equal, we would be enabled to surpass them in the advantages and facilities requisite to maintain and advance our interests.

On the other hand, despite our natural advantages, if the present delusive policy of inactivity continues, and the illiberal treatment of questions of public improvement shall further prevail, it will be but a question of time when this beautiful city may receive a crushing blow in the loss of industries that have had their origin and development here.

The Duber Watch Company, a large and important establishment with several million dollars of capital, was located at Newport, Ky. Sufficient inducements were offered them and they removed to Canton, Ohio. Imagine the loss to one community and the great gain to another; and yet far more of this is going on than we are aware of.

Claus Spreckles was finally induced to locate his vast sugar-refinery interests in Philadelphia largely through the influence of the business men of that city.

Most cities of the West and many in the South are offering great inducements, some giving large tracts of land and exemption from taxes, and in many

instances a money bonus. Establishments located in the East are constantly subjected to these temptations. One large industrial establishment in this city was not long since offered fifty acres of land, exemption from taxes, and a large cash bonus more than sufficient to defray the expenses of transfer if they would move. The location offered was one possessing many advantages in their line; why did they not accept it? Mainly for the reason, I venture, that this city is the home of those who are interested.

The jewelry manufacturing industry of this city comprises about 190 establishments, a large amount of capital is invested, about \$4,500,000 are paid annually to its employees in wages. The value of its annual product is about \$12,000,000. One tenth of the population of this city is directly and indirectly dependent upon this industry.

Several offers have been made to some of the most important leaders in this interest, to induce them to remove from Providence and consolidate their interests elsewhere. These propositions have at one time been seriously considered. This is exactly in the line of what is being done continuously in the most important business centres of this country at the present time, and with very marked results. It may be said, when the jewelry interests or any others now located here find it to their advantage to remove and go elsewhere, they will doubtless go. What can we do to prevent it? In regard to the jewelry manufacturers, it has been said by good authority, "There is nothing whatever to hold them in Providence except that this city is their home. They manufacture their goods here, and send them nearly all into the West to be sold." I assure you that the people of Providence can, and they ought to, do a great deal to remove this impending danger. You can make this city as pleasant and attractive as any spot on earth. In fact there are but few cities which could compare with it from the expenditure of equal sums in improvements. You can establish such conditions in Providence as will, like a two-edged sword, cut both ways, removing the dangers of loss referred to, and draw to this city very many of the industrial establishments that would, but for this inducement, go elsewhere. It is not a matter of simple personal pleasure or convenience, a thing to do or leave alone as may seem the most convenient. It is a subject of most pressing necessity, one that deserves the most serious and early consideration, and comes to us none too soon. I assure you this is not a false alarm; other communities have experienced the losses herein named, and why may we be exempt therefrom?

The power rests with the people of this city to protect its interests, but it involves that condition so often herein named, and which ought to be sounded in "stentorian voice" from the summits and towers of this city, its pulsations echoing and re-echoing until this wonderful spell of indifference, inactivity, and almost lethargic sleep shall be broken. If this most desirable result shall be accomplished, I believe there will come to this community a new life and spirit, the influences of which will permeate the very hearts of this people,

inciting their pride, arousing their ambition, producing an intelligent and generous public spirit, — one that shall recognize its duties and obligations.

The spirit of his people once enlisted, and moving with the current of the most intelligent thought of the present time, will secure for this city a condition of prosperity the parallel of which has as yet been scarcely conceived. All doubt respecting the future of Providence would thereafter be removed. Is it safe, is it wise, to longer delay in a matter fraught with such vital results?

THE VALUE OF ORGANIZATION TO THE BUSINESS INTERESTS OF A COMMUNITY.

I believe that, in connection with a general awakening of interest in the public affairs of this city, an effort should be made at once to crystallize this spirit and hold it for service in the future. There is very important work that can only be done by or through some properly organized body of citizens such as "The Board of Trade," "The Commercial Club," and others. These organizations have rendered valuable service, but is it not possible for them to do more?

The Boards of Trade, the Chambers of Commerce, the Stock Exchanges, the Produce Exchanges, the Cotton Exchanges, and others in the cities of New York, Boston, Philadelphia, and elsewhere among the most prosperous cities, give close and particular attention to every subject that affects their interests, and they pursue their object with unflinching effort until it is accomplished. It is only through this united effort and unity of interests that very much of the most important work has been possible.

SUGGESTIONS.

In addition to the organizations at present existing in this city, let us suppose another club to be formed and organized upon the principle of ward representation; to be absolutely non-partisan and independent as to politics; its object to be the advancement of the interests of Providence as the first consideration, and the cultivation of social relations from which will result the best conditions that are possible to be secured for the several interests of our city there represented.

Suppose this organization to be composed of fifty members; five from each ward (more or less, as deemed expedient), but limited to such numbers as will insure the best practical results.

Assume it to organize with a president, two vice-presidents, treasurer, and secretary, and a grand committee of ten representatives, one of the officers and two representatives from each ward. Let there be an honorary membership limited to the number of active members; the membership fees and annual dues to be sufficient to establish and maintain the organization; committees to be appointed charged with special lines of duty; the secretary to be permanently employed, whose duties, aside from the ordinary routine, shall consist in gathering all possible information, and arranging the same for practical use. He will be able to keep the several committees informed as to the

movement of all interests. Have meetings of members held monthly, at which there should be read one or more papers upon a subject appointed and assigned at the prior meeting. Have occasional addresses by distinguished men upon subjects of local interest.

There are scores of ways in which such an organization could render service to this city, the aggregate and ultimate value of which would be far beyond the ordinary conception. If the expenditure for this service were confined strictly to the contribution of members, I am confident they would each individually and severally derive benefit in their personal interests far exceeding the tax upon them, and they would after a time experience much pleasure in the service they were rendering. This very important movement might well be organized with a membership of twenty charter members who could more easily perfect the machinery of their organization than with a larger number. Make this, then, the nucleus of future growth. The worth of such an organization upon any and all occasions where its services were needed would be invaluable, either as regards questions of public improvement or the routine of commercial and industrial development.

ESTABLISHMENTS CHANGING THEIR LOCATION.

There are many industrial establishments that are changing their locations. Some, started in a small way, have become successful, and have outgrown their original plant. They are looking about to find the most desirable locations to re-establish where there are the best facilities for transportation by rail and water within close proximity both for their material and products. All of the varied industries and useful occupations are represented in this movement, and the aggregate is much larger than generally understood. I have known a great many that have come under my own observation, and some of these I almost feel assured I could have persuaded if I had regarded the subject as I have since. The influences of an organization such as herein roughly outlined would be exceedingly valuable.

NEW ENTERPRISES.

There are many new enterprises constantly forming that could be easily brought under proper influences to seriously consider the city of Providence for their location. There are many individuals of limited means who are seeking opportunities to make a start in life in a business they have thoroughly learned. They have possibly a valuable invention or some important improvement. They require some assistance. If it is a good thing, it is of as much importance to the persons who advance the capital as to the inventor, the merchant, the tradesman, or the professional man.

A large number of the most important industrial interests which are to-day foremost in their lines, were once in this same position seeking assistance. It is well worth the attention of any community of business men to give reasonable consideration to this class. Some of them with the right assistance develop rapidly and become important interests.

TAKE FOR ILLUSTRATION

the Thomson-Houston Electric Light Company. It is only a very short time ago that they organized and looked about for a location; they finally chose West Lynn, Mass., in moderately inexpensive quarters in the suburbs. They have outgrown their plant several times, and to-day employ 2,500 hands. This, it is true, is an exceptional case, but there are many others that have become large interests in a comparatively few years.

WHY DO THEY NOT LOCATE IN PROVIDENCE?

There are many very important industries represented in this city among the manufactures of cotton, woollen, worsteds, bleaching, dyeing, printing, machine works, in engines, miscellaneous and small tools, silver ware and jewelry, the last two the most important in their lines in the country to-day. But does the growth of these industries proceed in this city other than in the extension of interests already established? Substantially none in cotton, and equally true of most of the other important lines named. But they are growing rapidly in other localities from the investment of distinctively new capital. Why do they not locate in Providence? I know of no interest or class who would object, but on the contrary, they would be most cheerfully welcomed. They would help to occupy our lands now lying idle and largely unproductive, which, unless some change occurs, will probably remain so for a long time. The employees of such establishments would increase the trade of our merchants, who would be greatly benefited thereby, as also every other interest that you can name within this city. But there are no inducements to locate in this city. If these merchants and the representatives of all other industries would give an amount of their time and service, equal to five per cent of that devoted to their regular business, to the general and public interests of this city, working through such organizations as they may think proper, I predict it would prove as valuable a service as they have ever known. Their united efforts in this direction would be successful in locating many of the important industries in Providence or within the State.

THE INDUSTRY OF COTTON MANUFACTURES.

The cotton manufacturing industry of Rhode Island is in the main located near the city of Providence. It is largely owned by a few individuals. Though mostly incorporated, its stock is but little distributed. The growth of this industry has been confined almost entirely to establishments and interests that have owned it for the past twenty years and upwards. These were originally organized upon the Blackstone and Pawtuxet Rivers and the branches of the latter. These powers have long since been fully utilized. The fact that these powers have been occupied has doubtless been the principal reason for checking the growth of this industry. In former times the power was relatively more valuable than at present; that is, the difference in the cost of steam and

water power was greater than at the present time. The water power is very valuable to those who possess it, but it is exhausted and all future growth in this section or within reasonable proximity to the coast from New London, Conn., to Portland, Me., must be upon the basis of a steam-power plant.

THE GROWTH OF THIS INDUSTRY

is proceeding at a rate equal to the increase in population, with the prospect at no distant day to be greatly increased in proportion as we are able to secure possession of a foreign export trade which at first, and probably for a considerable time, will be confined to the coarse goods products. I submit that in the line of this industry there is opportunity for the city of Providence to be benefited far beyond what may have been generally supposed, and through it the State of Rhode Island may be enriched millions of dollars. It is possible for Rhode Island to become the great centre of this industry, and with its possession there will come to her and to the city of Providence a large accretion of wealth; other industries will enlarge, their numbers will be increased, and as a result a large increase of population and greatly enhanced values of property in real estate will follow.

In the localities I have named are the best natural conditions that can be found in this country for the manufacture of cotton. The climate and the natural humidity of atmosphere are unexcelled and rarely will they be equalled. The Pawtuxet valley is superior to almost every other location with which I am acquainted throughout the country. Many important conditions exist that are beyond the scope of this writing to enter upon. There is room on the coast line following the avenue of the New York, Providence and Boston Railroad, from Providence to the Mystic River, and in part on the line of the New England Railroad, upon which to locate all of the spindles now running in this country under conditions superior to that upon which a vast number of them are now planted. No more desirable sites are to be found anywhere in the country than in the neighborhood of Providence, and between Providence and Kingston. The development of this industry upon this line means vast wealth to this city and State and to every interest within its borders. This result can easily be accomplished if the business men of this city are disposed to meet the situation at once.

WATER RATES TO MANUFACTURERS

is a very important question that should receive due consideration by the city of Providence. In order to encourage manufacturers to locate in this city they must have a lower rate of water tax. This is an important matter, and the people can well afford to allow this, even though it enhances the rates to individual consumers, though it is doubtful if this would be necessary. The great benefits resulting from a large increase of manufactures in this city will far more than compensate all interests now concerned. It is a matter that should be most seriously considered. The position which Philadelphia now occupies is due largely to her manufactures. The people have given this

subject earnest attention, and all the influences within their reach have been employed to increase the number of new industrial establishments. Baltimore, as herein elsewhere stated, having important commercial interests, has, during the past fifteen years, given much more attention to the interests of manufactures than formerly. They have reduced the water tax to a nominal sum, and exempted manufactures from taxation as an inducement for new interests to locate there.

A merchant who sells more goods than his neighbor does so by offering some inducement. It may be the same quality of goods for a *less* price, or superior goods for the *same* price, or it may be that goods and prices are the same, but he displays his merchandise to better advantage, makes them more attractive to the buyer, or his employees may be more courteous and obliging to customers. In the general economy of life exchanges are made upon equitable terms, and the natural law of equivalents is almost invariable. It is equally true in the affairs of a community. Something must be given in exchange for the benefits we desire to possess. As surely as it is profitable to the merchant, it is also to the advantage of a community. The business principle involved is more exacting than "the laws of the Medes and Persians."

THE GROWTH OF THIS CITY

and the increase in population will bring into demand many millions of square feet of lands that will be required for residences, outside of those needed for business, — lands that under the present conditions will lie idle and unproductive for very many years. I have no doubt that this difference, assuming the liberal improvements and earnest work of citizens in the manner suggested, would, in the next ten years, amount to at least forty million square feet of land utilized as a result thereof; this would alone be worth from \$20,000,000 to \$25,000,000, to which is to be added its constant accumulation of interest; aside from this item of great profit to the present land-holders will be the far greater advantage resulting from the transactions of business. This is a consideration of great importance.

WHAT SHALL THE FUTURE OF PROVIDENCE BE?

The imagination can scarcely picture the vast and wonderful changes which are possible to this city, if the people will but do their part. It must, however, be remembered that in order to acquire these very desirable benefits, Providence must come to the front in the matter of those public improvements which have come to be regarded as necessities. There must be some inducement given to the people whom we desire to have make their homes with us.

If "Boston, to sustain her reputation, must not only have a park, but the best park in the country," at this later period is it reasonable to expect that Providence can *build* up a reputation upon *less* than Boston required to *sustain* one already made? Or, if we use Mr. Collins's interrogation to Boston, "Can

Providence afford to be *less* comfortable to dwell in, *less* attractive, *less* healthy than her sister cities?" This is surely a matter deserving the most serious consideration.

I have dwelt upon this subject at greater length than at first intended, but it is a matter of such vital concern to the welfare and best interests of this city, and it involves such momentous results, that I could not refrain from presenting a few of the material facts that have been developed in the progress of the improvement of many of the sister cities of Providence. If the humble efforts of the writer shall be instrumental in assisting to awaken an interest upon these subjects in this community, he will feel more than justified and abundantly compensated.

While the proposed improvements of Greenwich Street is the subject of this exposition, I have sought to place it upon the high plane that I believed to be right, viz., a "great public advantage," and to rest it rather upon the principles it involves than upon narrower lines of simple local interest.

SUPPLEMENT.

FROM THE OFFICIAL RETURNS OF THE TENTH CENSUS, 1880.

The following table shows the capital invested, the number of hands employed, the amount of wages paid, the value of materials used, and the value of products, in all of the *establishments of manufacturing industry* (gas excepted), in each of the ten States named : —

	No. of Estab- lishm'ts.	Capital.	No. of Hands Employed.	Total Amount Paid in Wages during the Year.	Value of Materials.	Value of Products.
Massachusetts . .	14,352	\$303,806,185	352,255	\$128,315,862	\$386,952,655	\$631,511,484
Rhode Island . .	2,205	75,575,943	62,878	21,355,619	58,103,443	104,163,621
New York . . .	42,739	514,246,575	531,473	198,634,029	679,578,650	1,080,638,696
Pennsylvania . .	31,225	474,499,993	387,112	134,055,804	462,977,258	744,748,045
Ohio	20,699	188,939,614	183,609	62,103,400	215,098,026	348,305,390
Illinois	14,549	140,652,066	144,727	57,429,085	289,826,907	414,864,678
Georgia	3,693	20,672,410	24,875	5,252,952	24,010,239	36,447,448
North Carolina .	3,802	13,045,639	18,109	2,740,768	13,090,937	20,084,287
South Carolina *	2,678	11,205,894	22,124	2,836,289	9,885,588	16,738,008
California . . .	5,885	61,243,784	43,799	21,070,585	72,607,709	116,227,973
Total for the U. S. and Territories, }	253,840	\$2,790,223,506	2,788,930	\$947,919,029	\$3,394,340,029	\$5,369,667,706

* There has been great improvement in South Carolina since 1880. The gain in cotton mills has been as follows : Mills, 14, at present, 44 ; spindles, 82,334, at present, 417,730 ; looms, 1,676, at present, 10,687.

The following exhibits the deposits in savings banks, 1888, with the number of depositors, amount of deposits, and average to each : —

	No. of Depositors.	Amount of Deposits.	Average to Each.
Massachusetts	944,778	\$302,948,624	\$320 65
Rhode Island	120,144	55,363,283	460 81
New York	1,325,062	505,017,751	381 12
Pennsylvania	197,695	55,469,516	280 58
Ohio	81,749	31,802,484	389 02
Illinois	84,494	11,830,854	342 98
Georgia	11,939	1,761,282	147 52
North Carolina	1,448	127,186	87 83
South Carolina	8,800	3,243,811	368 61
California	106,263	7,718,534	731 38

Exhibit of the debt and rate of taxation in the following cities : —

	Debt.	Rate of Taxation.
Providence	\$7,884,163	\$1 40 per \$100
Boston	25,824,300	1 27 " "
Worcester	2,537,362	1 80 " "
New York	93,306,146	2 16 " "
Brooklyn	33,430,824	2 65 " "
Buffalo	8,009,428	1 35 " "
Philadelphia	30,456,898	1 85 " "
Pittsburgh	11,534,876	1 80 " "
Cleveland	6,617,987	1 33 " "
Cincinnati	26,172,180	2 38 " "
Washington	20,994,000	1 50 " "
Chicago	12,247,462	3 38 " "
St. Louis	21,709,181	2 30 " "
Baltimore	29,211,864	1 87 " "(now \$2 07)

THE WESTERN UNION TELEGRAPH COMPANY.

	Miles of Line.	Miles of Wire.	Number of Offices.	Number of Messages sent.
United States { 1887	46,270	85,291	2,565	5,879,282
{ 1888	171,875	616,248	17,241	51,463,955
Great Britain, 1887	36,184	—	6,514	10,137,175
France, 1887	60,920	—	8,030	32,540,780
Germany, 1887	55,444	—	14,990	21,750,848

THE AMERICAN BELL TELEPHONE COMPANY, JANUARY, 1888.

Jan. 1, 1888, in use by its licensees, 380,277 telephones, 743 telephone exchanges, 131,896 miles of telephone wire.

COMPARATIVE STATISTICS OF AMERICAN RAILWAYS. FROM POOR'S MANUAL
FOR 1888.

Year.	Miles Operated.	Capital and Funded Debt, Stocks and Bonds.	EARNINGS.				Dividends Paid.
			Gross.	Net.	From Freight.	From Passen'rs.	
1871	44,614	\$2,664,627,645	\$403,329,208	\$141,746,404	\$294,430,322	\$108,898,886	\$56,456,681
1880	84,225	4,897,401,997	615,401,931	255,193,436	467,748,928	147,653,003	77,115,411
1887	136,986	8,378,505,145	931,385,954	331,135,676	636,666,223	240,542,876	90,013,458

For each 100 miles of railroad operated in the United States there are 20 $\frac{22}{100}$ locomotives, 15 $\frac{22}{100}$ passenger cars, 5 $\frac{5}{100}$ baggage, mail, and express cars, and 700 freight cars of all kinds.

The capital stock aggregates to each mile of completed road	\$28,321.00
Bonded debt to each mile of completed road	28,290.00
Total cost of construction and equipment each mile	52,699.00
Gross earnings per mile of road in operation	6,861.00
Net earnings per mile of road in operation	2,444.00
Interest paid on bonds per mile of completed road	1,461.37
Dividends paid on stock per mile of completed road	640.00
Ratio of interest paid to total funded debt	4 $\frac{71}{100}$ per cent
Ratio of dividends to aggregate capital stock	2 $\frac{18}{100}$ per cent
Average fare per mile	2 $\frac{27}{100}$ cents
Average charge per ton	1 $\frac{8}{100}$ cents per mile
Total number of passengers transported in 1887	428,225,513
Total freight transported on all railroads in 1887	552,074,752 tons

RÉSUMÉ.

A memorandum of record, upon the second page, may properly be regarded as a part of this *résumé*, which is intended to comprehend in but few lines the salient points of the improvements proposed for Greenwich Street.

The residents upon Greenwich Street, and the citizens of Elmwood, have petitioned the City Council that a change should be made in accordance with the plans prepared by authority of a citizens' committee.

It is proposed to remove the street-car tracks from the present roadway, and place them outside, as follows: From Trinity Square the east line tracks are to run east of a row of trees now within the line of Grace Church cemetery, and extend to a point opposite Cromwell Street, where it assumes the position of the present east sidewalk.

The west line track, starting from said Trinity Square, follows parallel to the east line, but on the west of the aforesaid trees, until it reaches Cromwell Street, where it passes across the street, and enters back of the west row of trees in position of the present sidewalk.

The west line of sidewalk, and all abutting property, are undisturbed from the entrance at Trinity Square to Cromwell Street, except between the last-named and Sprague Street, by which, owing to the easement of the present sharp bend in the street, land is added upon the west side estates, very greatly improving them and the entire neighborhood.

From Cromwell Street the cars extend as shown in Exhibit C, which defines the character of the proposed improvement; and ultimately it is expected to extend in this manner to Roger Williams Park.

From Mawney Street, and extending to a point just beyond Carter Street, the property upon the west side is undisturbed, the widening being upon the east side.

Beyond Carter Street it proceeds with one half upon each side. The street is now forty-nine and one half feet wide, including sidewalks, and it is entirely inadequate for the present traffic.

It is proposed to widen $18\frac{3}{4}$ feet on the east side, to be taken from Grace Church cemetery, gradually more as it progresses towards and past Parkis Avenue, and from Cromwell Street to take twelve feet from each side, to make the street seventy-three and one half feet wide, as in the manner described.

It causes the removal of four dwelling-houses upon the west side, two at Cromwell and two at Redwing Street; removes buildings upon fifteen estates on

the east side, some of which, in the interest of a much-needed improvement, should be removed altogether.

The estimated cost of this improvement is \$193,000, which amount is undoubtedly considerably above the actual expenditure which the change will involve.

The interests of residents upon the street will be greatly benefited, as also of those who live upon or own estates upon the side streets.

Property will be increased in value at least tenfold more than any possible assessment that can be made. Unless this improvement shall be made, property on Greenwich Street will continue to depreciate.

The Union Railroad Company's interests will be greatly benefited. The interests of all classes throughout this city will feel its effect. The influence to arise from this will reach further and its benefits will be more widely distributed than may be generally realized. It is believed to be one of the most important works, as affecting all interests concerned, that has ever been presented to the government of this city for their consideration.

The serious consideration of this subject is most urgently needed in the interest of the common welfare of this city.

It is a matter of most vital concern as to what shall be the policy of this city in the future.

The slow, delusive, and uncertain methods with regard to important questions of public improvement portend the most serious consequences. Unless there shall be a change it will be impossible to utilize the great natural advantages of the city with profit to its business interests, either in commerce, trade, or manufactures.

The progress of the times, the improvements already accomplished in competing cities, the changes in business methods, and the almost threatened revolution in the management of important industries, are sufficient to demand the serious attention of the business men of Providence, and I respectfully present the subject for their consideration.



EXHIBIT A.

VIEW OF THE AVENUE FROM TRINITY SQUARE, SHOWING THE STREET WIDENED FROM THE EAST SIDE.



EXHIBIT B.

VIEW OF THE AVENUE FROM SPRAGUE STREET, LOOKING SOUTH PAST PARKIS AVENUE TO CROMWELL STREET.





EXHIBIT C.

VIEW OF THE AVENUE LOOKING SOUTH FROM PRINCETON AVENUE, AND REPRESENTS THE TREATMENT PROPOSED
FROM CROMWELL STREET ULTIMATELY TO ROGER WILLIAMS PARK.

EXHIBIT D.

TRINITY SQUARE TO WILSON STREET.

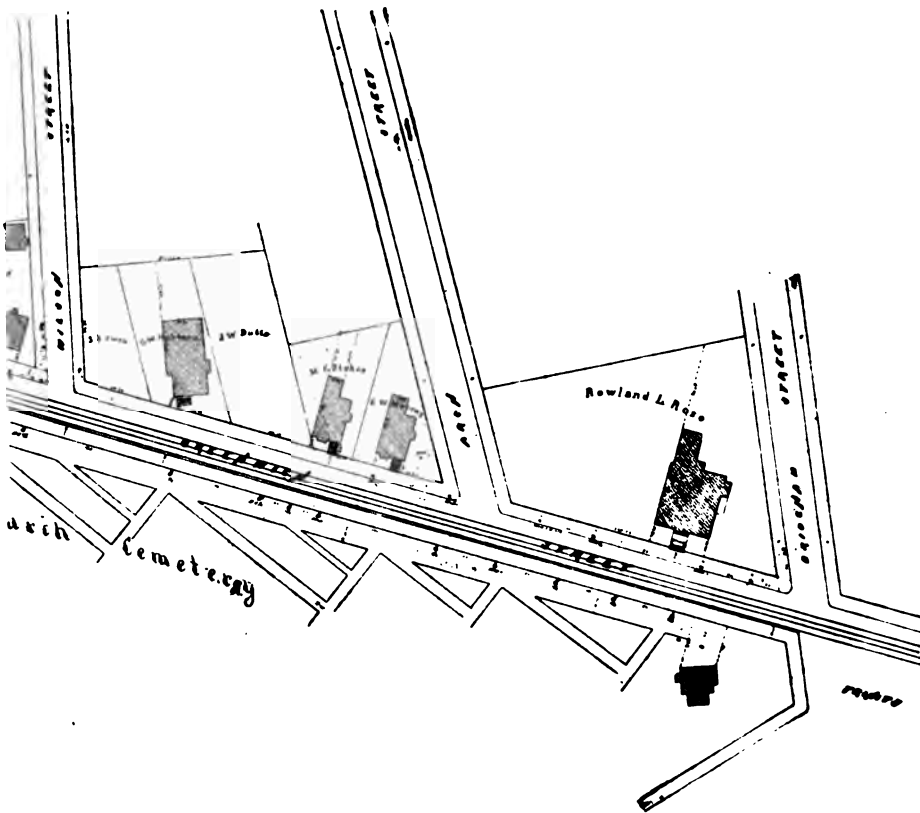


FIG. 1.—THE PRESENT LINES OF STREET.

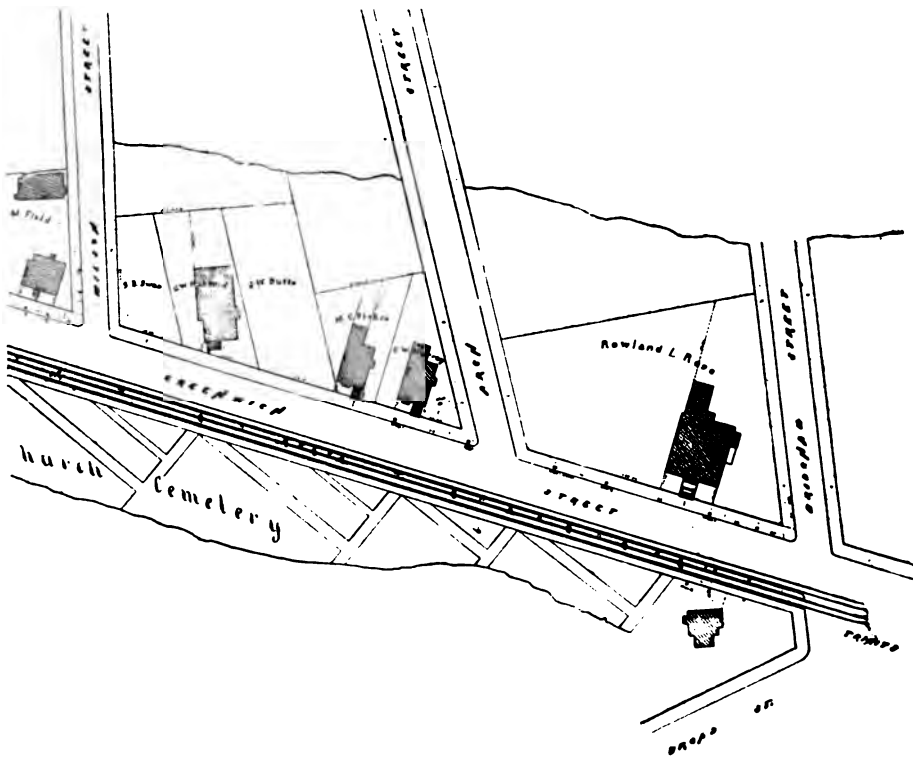


FIG. 2.—THE PROPOSED LINES OF STREET.

EXHIBIT B.
WILSON TO WESTFIELD STREET.

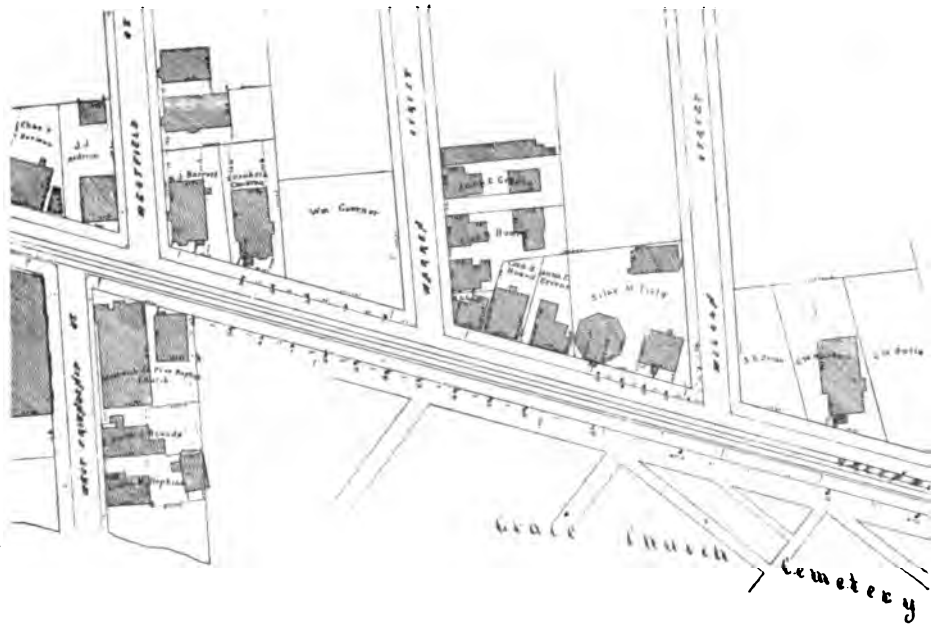


FIG. 1.—THE PRESENT LINES OF STREET.

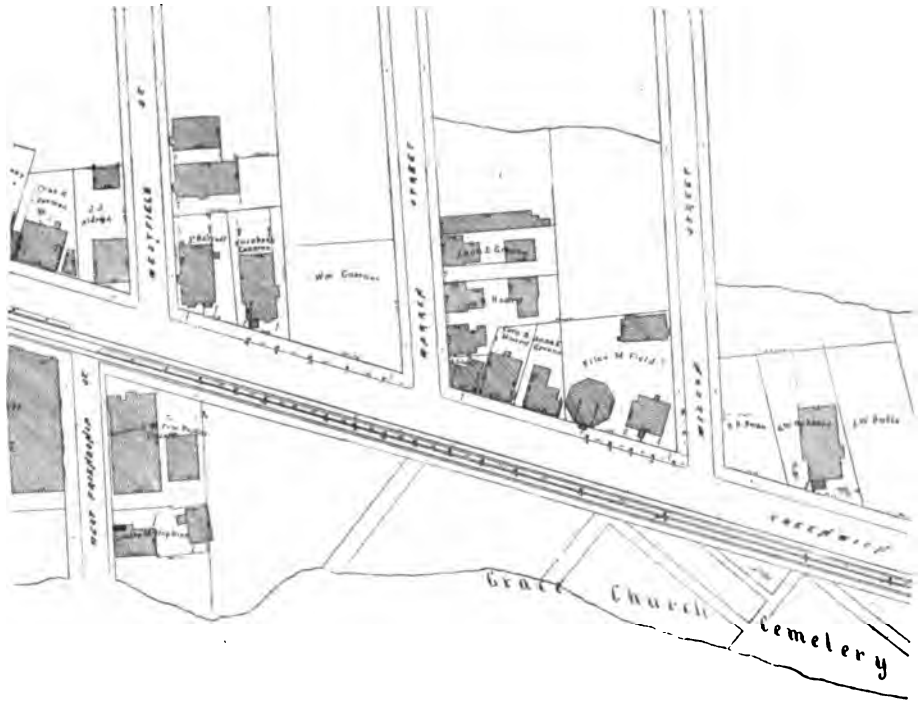


FIG. 2.—THE PROPOSED LINES OF STREET.

A hand-drawn map of a neighborhood in New York City, showing streets and building footprints. The map is oriented with North at the top. Streets shown include Aldrich & Gardner, Agnes & Gardner, Maria Mason, Wrigley, L. Adams, John McNeil, and West 14th Street. Building footprints are shaded in blue. The map is a reproduction of a historical document, likely a fire insurance map.

[illegible]

FIG. 2.—THE PROPOSED LINES OF STREET.

EXHIBIT G.
CROMWELL TO PLENTY STREET.

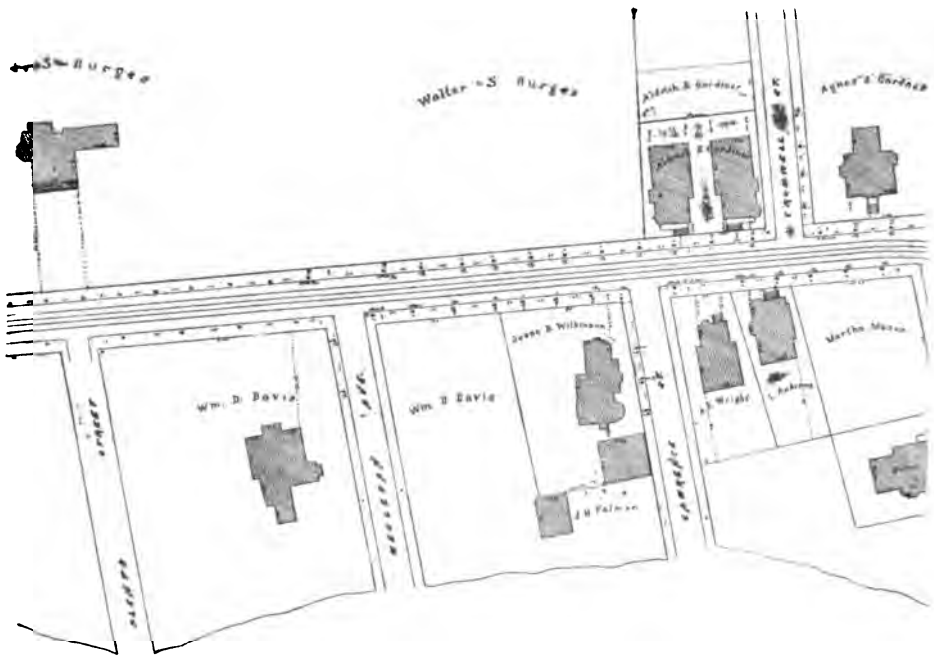


FIG. 1.—THE PRESENT LINES OF STREET.

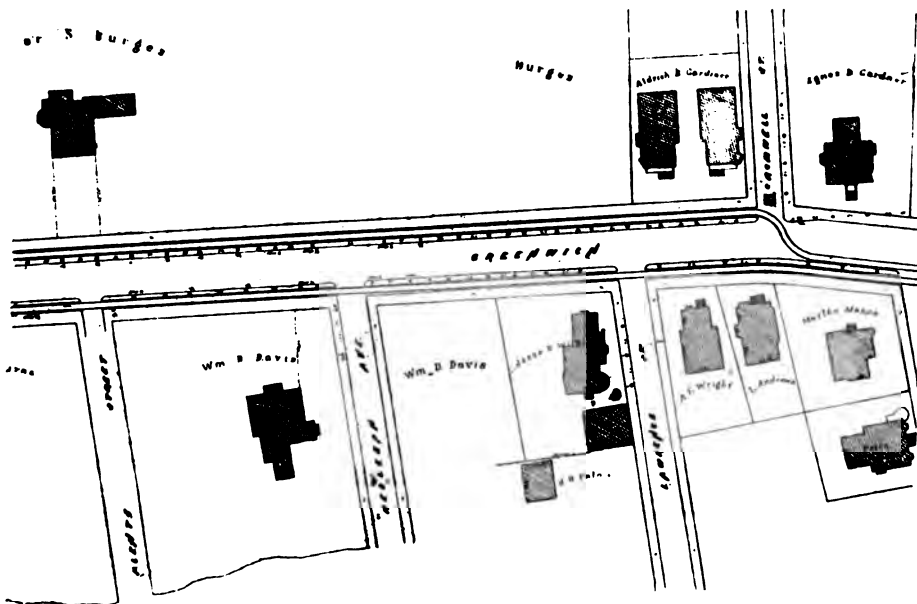


FIG. 2.—THE PROPOSED LINES OF STREET.

EXHIBIT M.
 PLENTY TO WHITMARSH STREET.

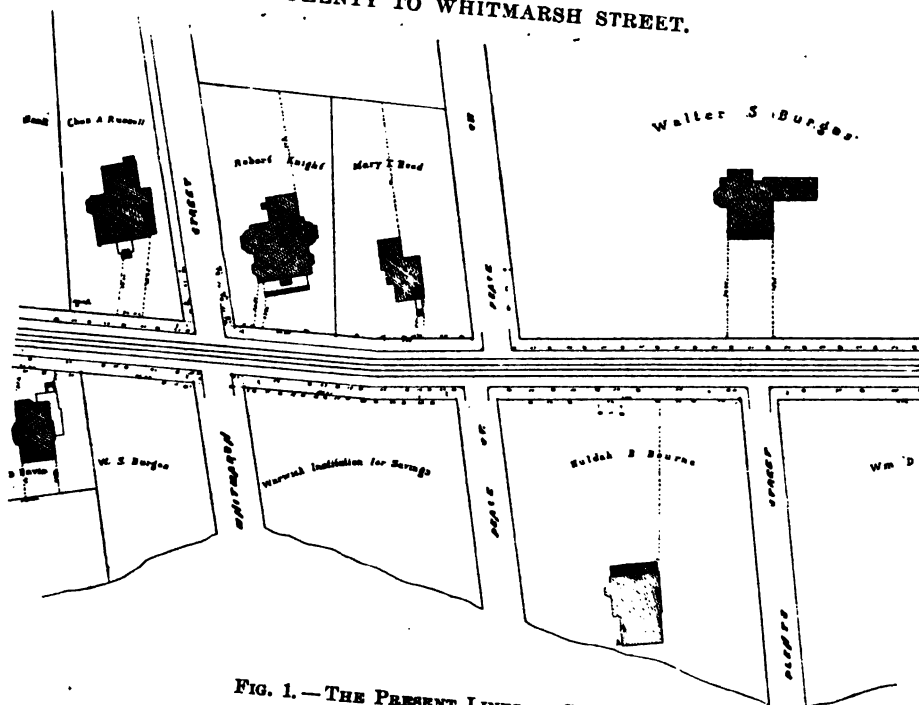


FIG. 1.—THE PRESENT LINES OF STREET.

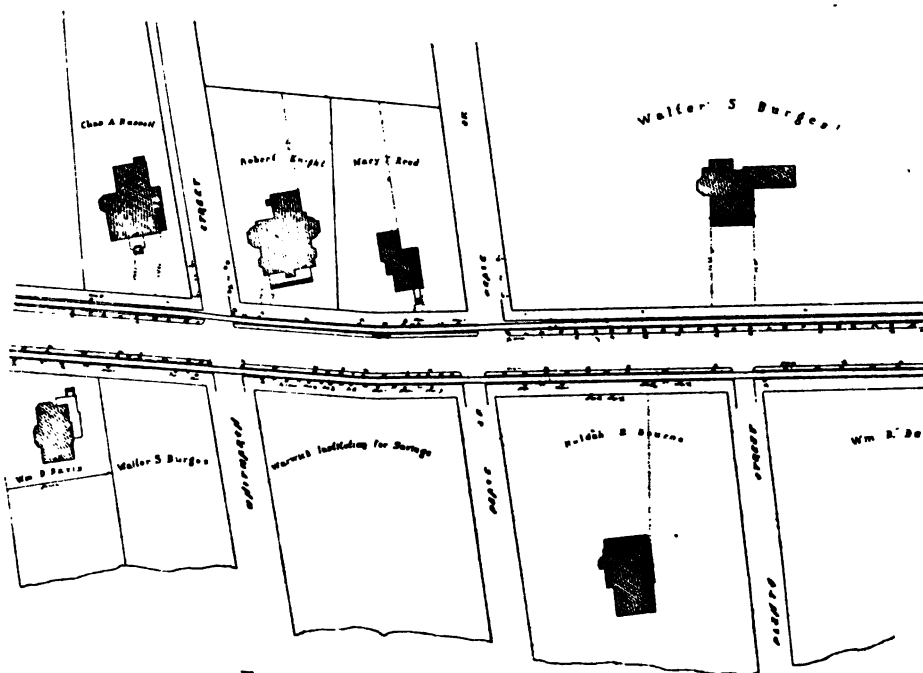


FIG. 2.—THE PROPOSED LINES OF STREET.

EXHIBIT I.
WHITMARSH TO MOORE STREET.

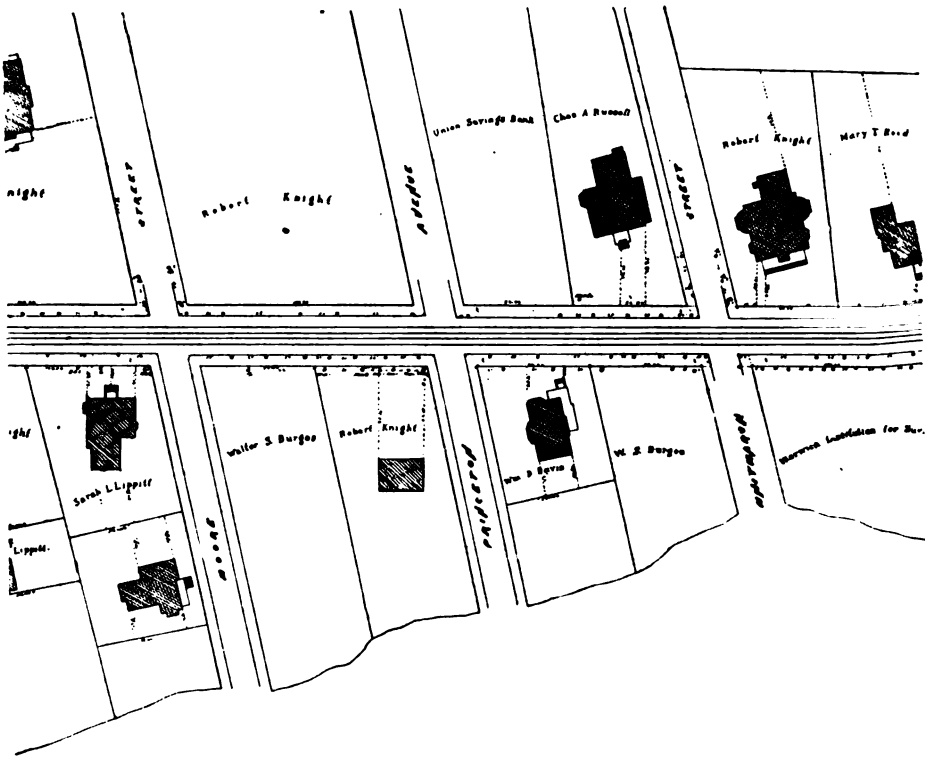


FIG. 1. — THE PRESENT LINES OF STREET.

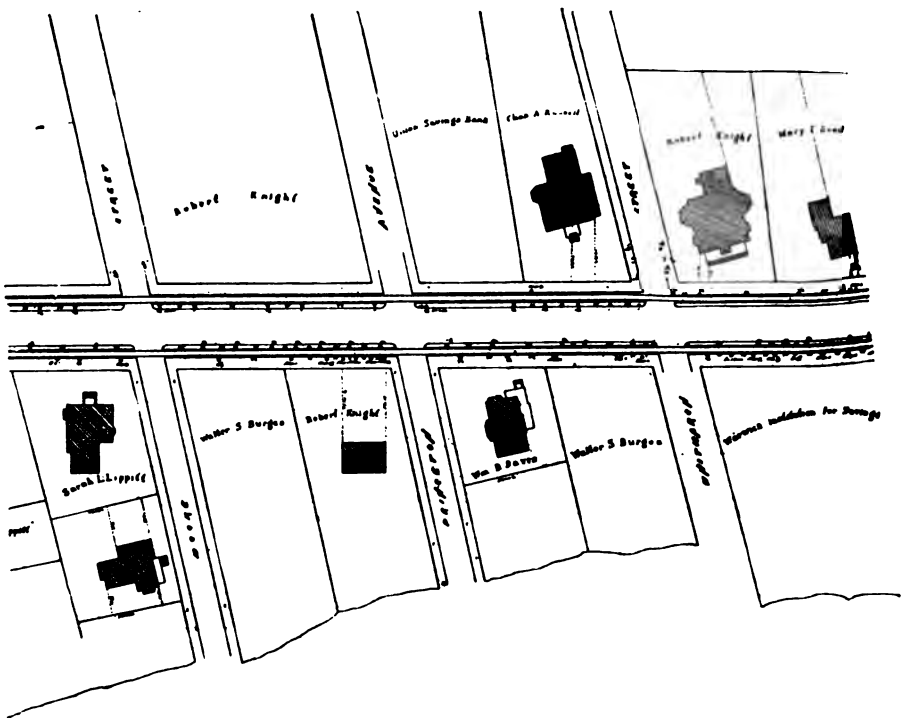


FIG. 2. — THE PROPOSED LINES OF STREET.

EXHIBIT J.
MOORE TO MAWNEY STREET.

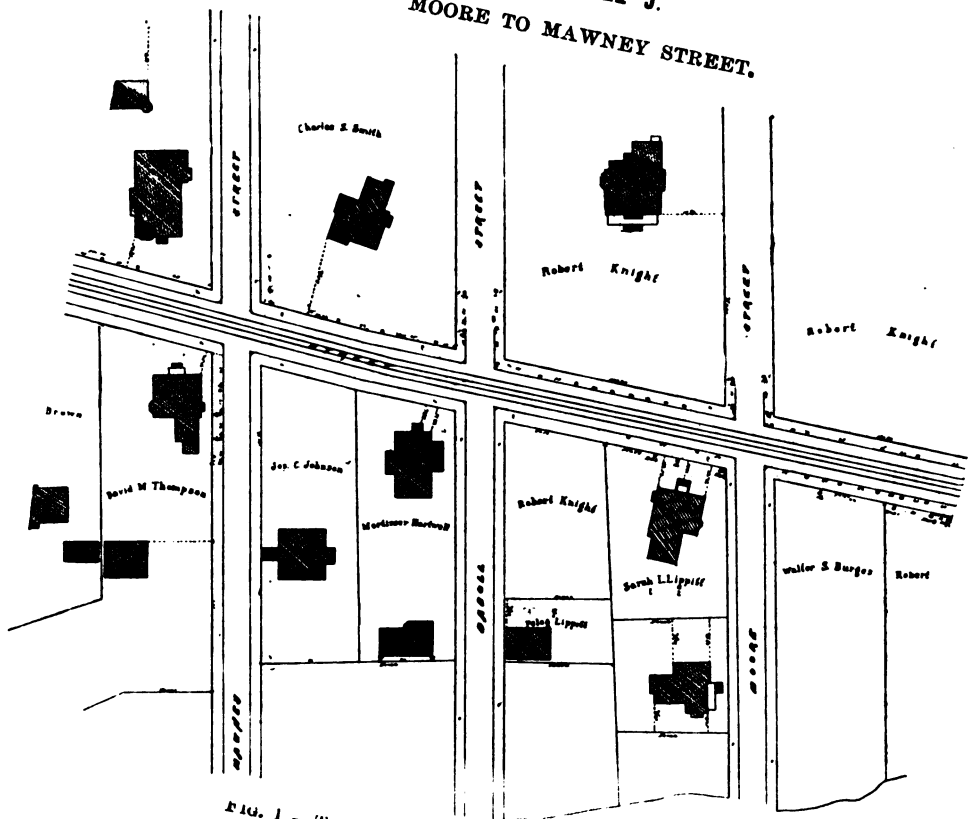


FIG. 1.—THE PRESENT LINES OF STREET.

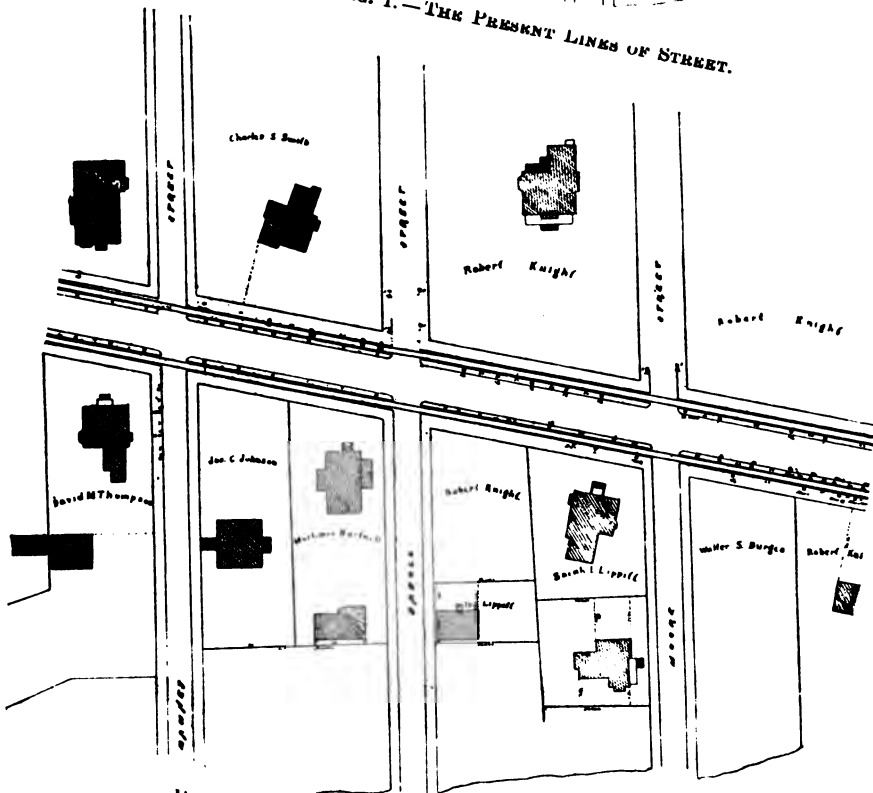


FIG. 2.—THE PROPOSED LINES OF STREET.

EXHIBIT K.
MAWNEY TO PUBLIC STREET.



FIG. 1. — THE PRESENT LINES OF STREET.

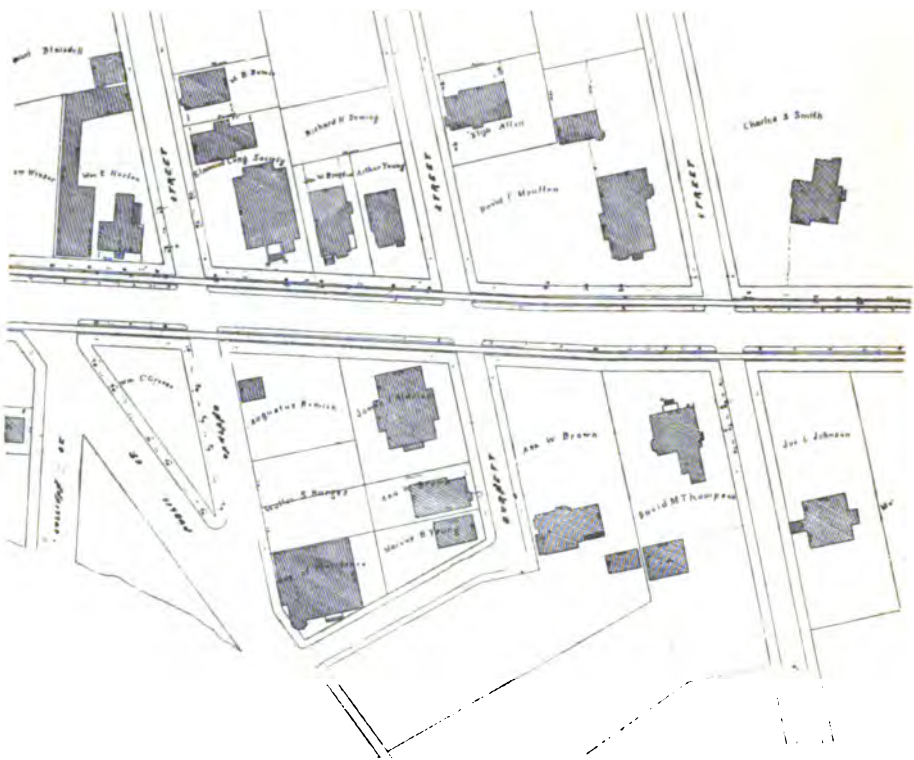


FIG. 2. — THE PROPOSED LINES OF STREET.

[illegible][illegible]

FIG. 2.—THE PROPOSED LINES OF STREET.

EXHIBIT M.

HAWTHORNE TO CONGRESS STREET.

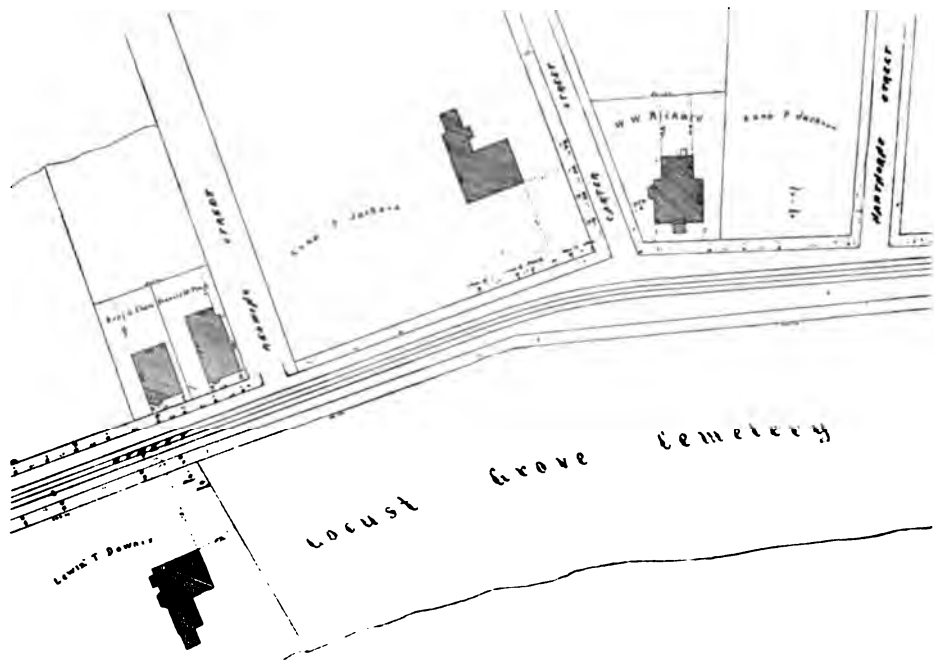


FIG. 1.—THE PRESENT LINES OF STREET.

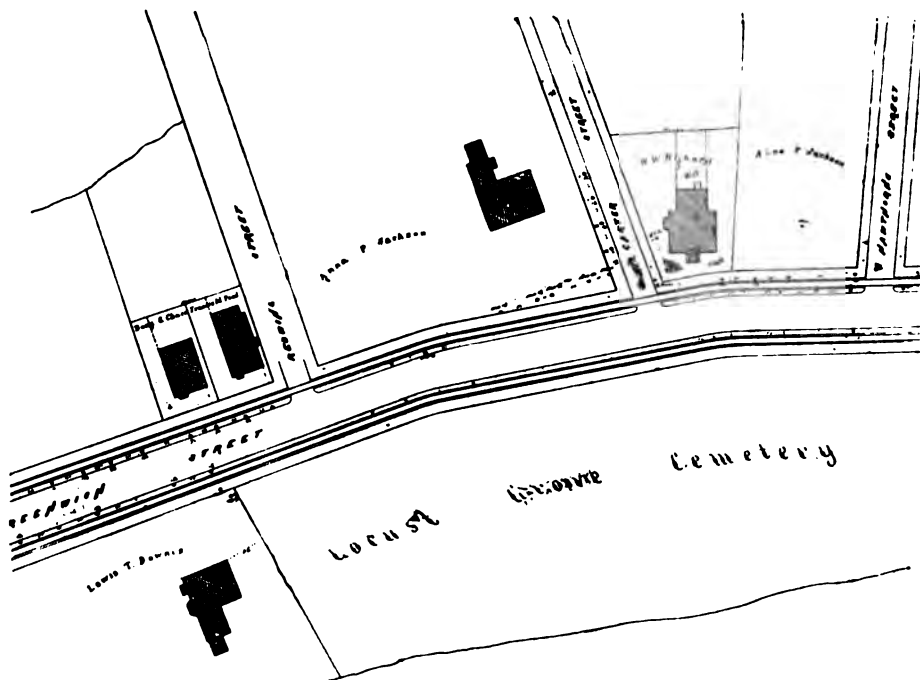


FIG. 2.—THE PROPOSED LINES OF STREET.

EXHIBIT N.
CONGRESS TO LEXINGTON STREET.

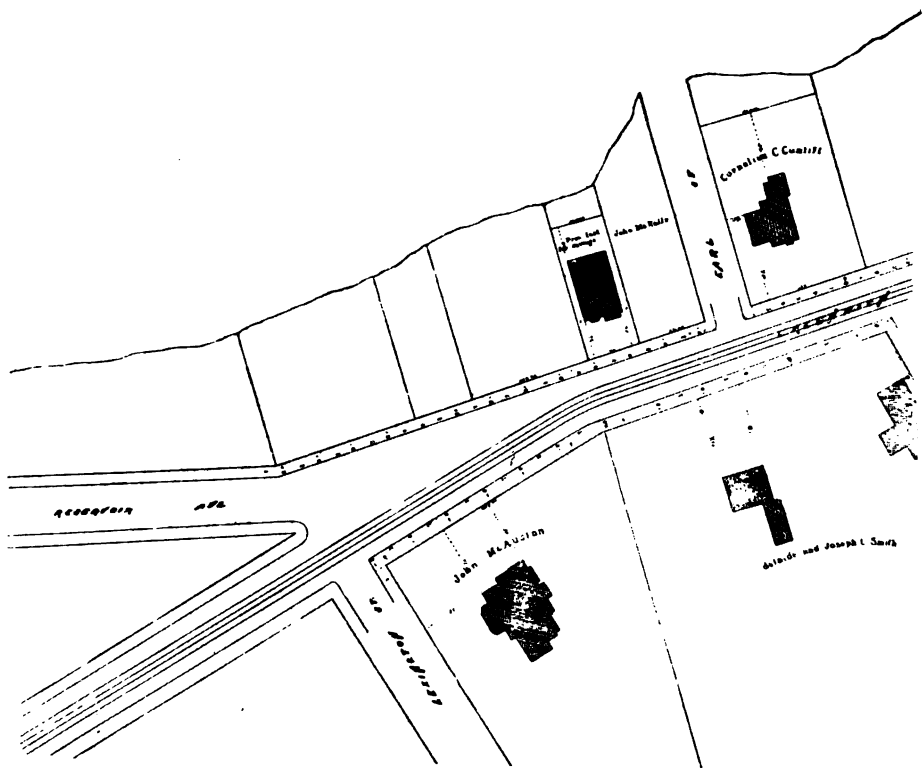


FIG. 1. — THE PRESENT LINES OF STREET.

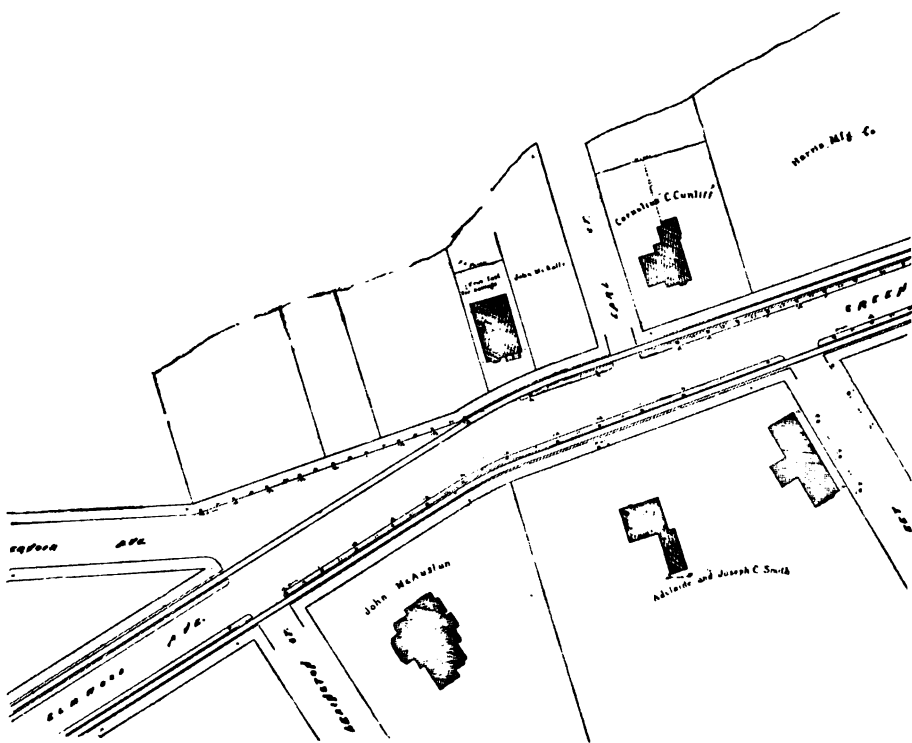
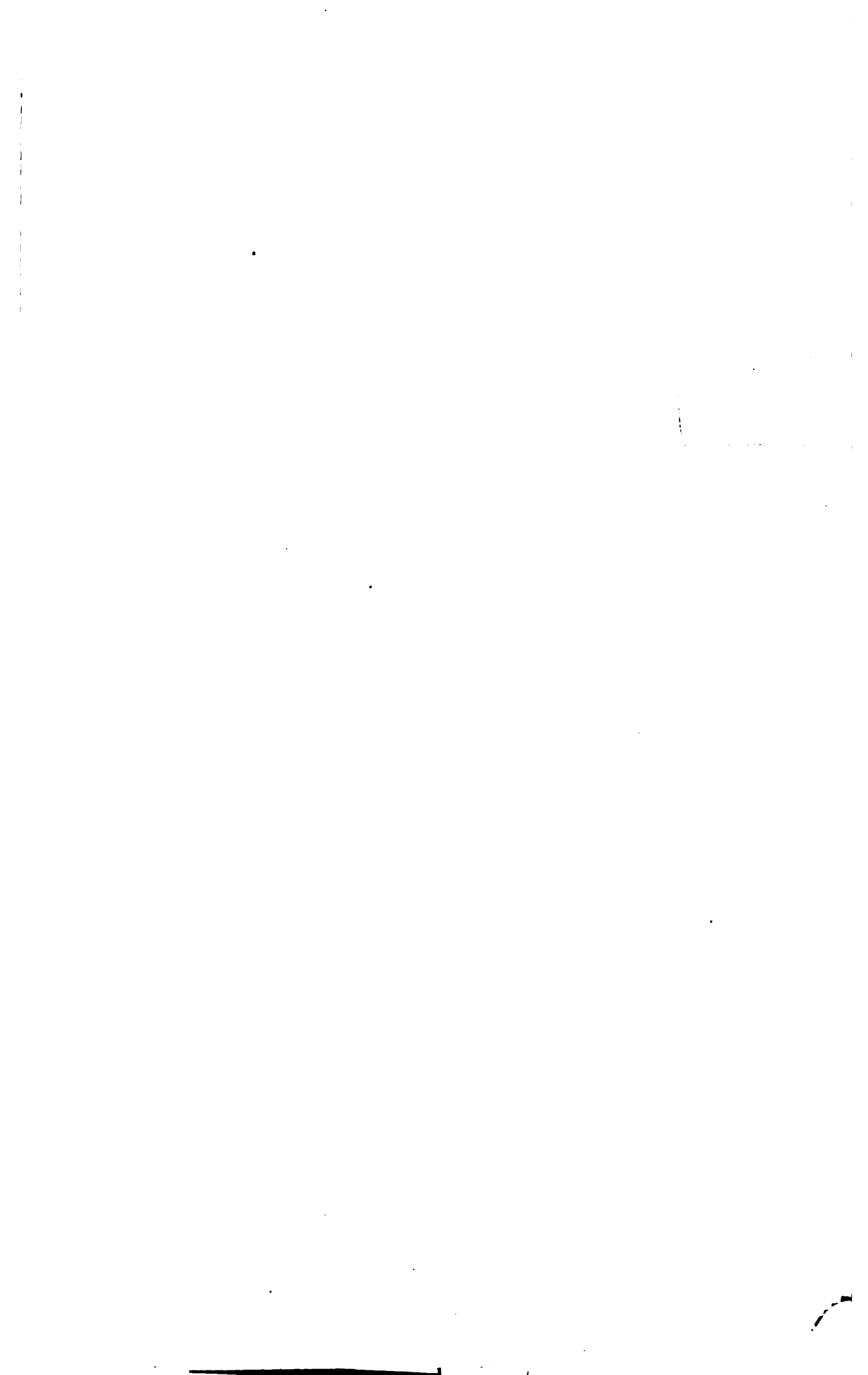


FIG. 2. — THE PROPOSED LINES OF STREET.







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Exposition of the proposed improvement
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Thompson, D. M.
Exposition of the proposed
improvement of Greenwich Street, and a
general review of the policy, and
public improvements in other cities /
by D.M. Thompson. Providence, R.I. :
[s.n.], 1889.
77 p., [9] leaves of plates : ill.,
maps ; 29 cm.

1. Urban renewal--Rhode Island--
Providence. 2. City planning--Rhode
Island. 3. Providence (R.I.)--City
planning. 4. Urban renewal--United
States. I. Title

